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This document has 76 pages including the cover.

Document history

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<td>Revision</td>
<td>Purpose description</td>
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<td>Submission document</td>
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1. Introduction

1.1. Proposal

Gloucestershire County Council (GCC) has commissioned Atkins to produce an evaluation report on Gloucestershire’s sustainable travel programmes including the Thinktravel Smarter Choices programme and travel planning to clearly identify the outputs and impact of the initiatives implemented from summer 2012 to July 2017. The commission will review the programme over the past 5 years including project governance and delivery.

The evaluation will be an evidence base to inform future funding opportunities and will quantify the success of previous measures as well as identify key areas for improvement/lesson learned.

1.2. Methodology

The GCC Sustainable Travel Evaluation report will follow the Department for Transport (DfT) model in covering:

- A review of each initiative together with summary output findings;
- A strategic review of outcomes and benchmarking, specifically of those measures which generated the best return on investment\(^1\) and;
- Case studies of those initiatives that were most valuable in terms of funding investment and rate of return.

The evaluation will also identify components which have worked particularly well in terms of delivering benefits which relate to Gloucestershire Local Transport Plan 3 objectives as well as the project components which have not worked as well, identifying key lessons learnt. The report will focus on key statistics and evidence of initiative performance across a range of Scheme Elements. The key areas will be assessed through the work streams evaluated in Chapter 3 through to Chapter 11.

\(^1\) After the initial inception meeting on 15\(^{th}\) May 2017, it was noted that due to data limitations, it would not be possible to undertake benchmarking across all the initiatives or provide an indication of measures which generated the best return on investment.
2. Background

2.1. LSTF Programme Nationally

The Department for Transport (DfT) launched the initial phase of the Local Sustainable Transport Fund (LSTF) in 2011, following the 2011 White Paper, “Creating growth, cutting carbon.” This detailed how making changes to local transport would cut carbon emissions and create local growth.

The LSTF was initially run for a four-year period between 2011 and 2014 (Tranche 1) with funding amounting to £600 million from the DfT, designed to allow local authorities to implement bespoke packages of transport measures that promote economic development, whilst cutting carbon emissions. This funding was only available to English local authorities and has supported 96 programmes across the country, run by 77 local authorities. The DfT required that bids for funding were supported by local contributions to add value to their investment. Local contributions succeeded in bringing the total investment for the period to over £1 billion. A second period of funding was agreed for a further year for 2014/15.

In 2015/2016 The Department for Transport provided £64 million towards sustainable transport schemes as part of the LSTF, with Local Enterprise Partnerships investing over £100 million of the funding they received in the same financial year as part of the Local Growth Fund. Further match funding increased the value of the package to over £440 million.

In the 2015 Autumn Statement, the Chancellor announced £580 million (£80 million revenue and £500 million capital) for sustainable travel. The Access Fund (the follow on to LSTF) was launched in 2017. To support the transition between the LSTF programme and the Access Fund the Department committed £20 million of the £80 million revenue to sustainable travel projects in 2016/17.

2.2. Thinktravel Smarter Choices Programme

Gloucestershire’s Thinktravel programme was successfully awarded £4.969 million of DfT LSTF funding in 2012. The £4.969 million was to be spent over a three-year period until March 2015, on a range of capital and revenue initiatives to help local people connect to jobs and services and to support the local economy through promoting greater use of sustainable travel choices. The programme was initially called the “Cheltenham and Gloucester Sustainable Travel Programme”, but following successful award and a branding exercise, the project became Thinktravel.

The overall aim of the project was to facilitate economic regeneration in Cheltenham and Gloucester and to reduce congestion and CO2 emissions, as well as the severance impact of traffic in Cheltenham and Gloucester. In order to do this, the bid focussed on increasing the use of active travel modes and sustainable transport, as well as providing support to major regeneration schemes (e.g. Kings Quarter in Gloucester) to stimulate economic activity in urban centres. The initiatives utilised to meet the aims of the bid were focussed on packages of smarter choices measures including travel planning (workplace, school and residential), as well as marketing and promotional activities.

The specific objectives of the 2012-2015 programme were those founds in Gloucestershire Local Transport Plan 3 (LTP3)

- **To promote a greener, healthier Gloucestershire** - making walking and cycling easier, reducing CO2 and NOx emissions, improving health and quality of life and reducing traffic congestion by taking car commuter trips off the network.

- **To support sustainable economic growth** - supporting the regeneration schemes being developed by the Cheltenham Development Task Force (CDTF) and Gloucester City Council / Gloucester Heritage Urban Regeneration Company (GHURC).
Thinktravel Smarter Choices Evaluation

- **To ensure a safer, securer transport system** - enable genuine transport choice for residents, workers and shoppers within and around the programme area. Improve transport safety through traffic management measures.

- **To ensure good access to** services - provision and marketing of genuine transport choice, a reduction in the projected growth of traffic congestion and investment in and co-ordination of public transport provision within and on the key corridors between the communities of Gloucester and Cheltenham.

Glouceshershire’s Thinktravel programme was successfully awarded a further £920,000 from the DfT in 2015/2016. The programme titled ‘Thinktravel 2015 and Beyond’ supported Gloucestershire’s Economic Vision for growth, as set out in the Strategic Economic Plan (SEP) through targeted sustainable travel promotion. Gloucester’s role as a host city for the 2015 Rugby World Cup (RWC) was used as a catalyst to encourage active travel during that event and beyond.

Gloucestershire’s attractiveness as a workplace was further enhanced by extending 2012/2015 workplace engagement to key industrial estates and business parks along the M5 in line with the SEP’s growth plans. The programme promoted sustainable access to jobs and education through cycling initiatives and training for those with physical and learning difficulties, working in partnership with not for profit social enterprises.

Gloucestershire’s Thinktravel Smarter Choices programme was successfully awarded a further £480,000 from the DfT in 2016/17. The objective of the 2016/17 programme was to increase active travel participation by challenging perceived car use dependency. The programme was delivered through a series of initiatives under three programme elements focussing on improving access for all, jobs and education and skills. The aim was a reduction of 625,000 vehicle trips during the lifetime of the programme while increasing walking and cycling participation.

The total amount Gloucestershire County Council (GCC) was awarded in their initial LSTF 2012/2015 submission was £4.97 million, which was predominantly focussed on revenue funding. The revenue funding awarded was £3.23 million and the capital funding awarded was £1.74 million – as a result the form of what was to become the Thinktravel programme would be heavily focussed on smarter choices measures which, by their very nature, are revenue based. The award from the DfT was also complemented by local contributions equating to a total fund of £11.62 million.

GCC was awarded revenue funding of £920,000 from the DfT for the 2015/16 period, to support Gloucestershire’s Economic Vision for Growth, which was set out in the SEP, and to expand on the work already completed as part of the first phases of the Thinktravel Smarter Choices programme. In addition, GCC secured £203,845 of local authority and third party contribution for 2015/16 alone, from a range of partners which include GFirst LEP, GCC’s Public Health team, Harris Ethical Limited, Stagecoach and Cheltenham Borough Council. GCC was awarded a further £480,000 of revenue funding from the DfT for the 2016/17 period with local contributions of £102,500.

The Thinktravel Smarter Choices programme has also demonstrated the significant return on investment when considering the resources committed to bidding for such projects. Over the LSTF period (2012-2017), GCC have spent approximately £30,000 on bidding for LSTF funding (approximately £10,000 per funding round) and have received £6,369,000 from the DfT in return.

Figure 2-1 below presents the breakdown of funding received across the funding rounds by DfT capital and revenue funding and local contributions.
Return on Investment
For every £1 spent on bidding – GCC has received £212.00 in funding from the DfT
2.3. **Thinktravel Brand**

‘Thinktravel’ is the brand name which was developed for Gloucestershire’s smarter choices programme, following the award of funding from the DfT.

The Thinktravel design guidelines highlight that the Thinktravel brand represents an opportunity “to build a memorable and valued brand”. The vision of the brand is to create a “new sense of direction”, making people re-consider their travel habits, and support them through the process of exploring alternative options. The brand is supported by the following primary icons which represent multi-modal travel options:

![Thinktravel Design](image)

Thinktravel is the brand name for Gloucestershire’s smarter choices programme. The overarching aim of the Thinktravel initiative is to inform, educate and inspire people to make journeys in a smarter, more sustainable way. Therefore, enabling increased levels of physical activity while reducing congestion, improving journey time reliability and improving air quality.

Thinktravel already has a strong brand identity and currently on average the Thinktravel website attracts 1,400 new visitors a week, almost 100,000 visitor traffic since the site was developed. We know almost 83% are new users, 16.6% are repeat users.
2.4. Challenges addressed by LSTF package

The key challenges to be addressed by the Thinktravel Smarter Choices Programme can be grouped into three categories: economic, environmental and social.

**Figure 2-3  Key challenges faced by Thinktravel programme**

**Economic**
- The Cheltenham and Gloucester Connectivity Study identified the need to improve local connectivity and better integrate the economies of Cheltenham and Gloucester.
- 79% of businesses in recent consultations saying they were concerned about how congestion will affect their businesses.
- Regeneration schemes in Gloucester aim to deliver 5000 new jobs by 2016. These include the Kings Quarter redevelopment in Gloucester city centre. It is vital to provide sustainable access to such sites.

**Environmental**
- Three Air Quality Management Areas (AQMAs) have been declared in Gloucester, whilst Cheltenham Borough Council has recently declared a Borough-Wide AQMA due to traffic levels.

**Social**
- Based on the Indices of Multiple Deprivation the County has 8 neighbourhoods amongst the most deprived 10% of neighbourhood in England (5 in Gloucester and 3 in Cheltenham).
- Addressing road safety particularly for vulnerable users.
- Increasing travel options for those who have poor accessibility to public transport and active travel.
2.5. Gloucestershire Travel Planning

Planning-led Travel Plans are secured by GCC by Legal Agreement for developments seeking planning agreement above the thresholds identified in Gloucestershire’s Travel Planning Guidance for developers. Travel Plans are only given approval by GCC’s Development Management if they adhere to GCC’s Travel Plans for Developers Guidance Document.

An annual monitoring fee is secured by GCC through Section 106 legal agreement to cover GCC’s resourcing to review annual Travel Plan monitoring reports submitted by the developer.

Travel Plans secured through S106 legal agreement are required to stipulate mode share targets. Monitoring of performance against these targets is through the annual monitoring report review. The provision of on-site infrastructure e.g. cycle parking secured by planning condition is also monitored.

GCC has two models for securing contributions to delivering residential Travel Plans requiring the commitment of financial sums through S106 agreements. The first model (which requires higher contributions from the developer) involves GCC taking on full responsibility for residential Travel Plan delivery. The other model (which requires lower contributions from the developer) requires responsibility for Travel Plan delivery to remain with the developer. The majority of developers of residential sites are favouring the model of GCC taking on responsibility for residential Travel Plan delivery because this removes them from the risk of failing to deliver against mode share targets and provides them with cost certainty on the financial sums committed to travel planning.

Chapter 8 of the report will present outcomes based on three personalised travel planning (PTP) projects secured through the planning process. The sites are as follows:

- Barnwood Drive (Greenways), Barnwood Road, Gloucester
- Homelands (Dean Acre), Bishop’s Cleeve – Residential Travel Planning
- Kennel Lane (Waterbrook Ways) – Residential Travel Planning
3.Thinktravel Smarter Choices Assessment

3.1. Work Streams

Chapters 4 to 11 will assess the initiatives undertaken as part of the Thinktravel Smarter Choices Programme to clearly identify the outputs and impact of the programmes of work that have been implemented over the past 5 years. It has been agreed between Gloucestershire County Council and Atkins that the initiatives implemented over the last 5 years be grouped into the following work streams.

- Access to Employment and Opportunities;
- School Engagement;
- Business Engagement Stream;
- Community and Events Stream;
- Personalised Travel Planning;
- Station Travel Plans Stream;
- Sustainable Transport Infrastructure; and
- Travel Planning Stream.

3.2. Data Collection

The first task was to identify the existing datasets required. A wide range of data was provided to Atkins by GCC, and this evaluation is based on the following data.

Table 3-1 Thinktravel Initiative and Data Source

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<td>• Journey to Jobs 2015-2016 Report</td>
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<td>School Engagement</td>
<td>2012-2016</td>
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<td>• Bike It Plus Gloucestershire 2015-2016 Report</td>
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<td>• Modeshift Final Report 2016/17</td>
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## Business Engagement Stream

| 2012-2017 | • Barnwood Campus Travel Plan  
• Barnwood Travel Forum  
• Business Travel Grant Phase 3 Final Report  
• CBH Staff Travel Plan Final  
• Thinktravel Business Engagement 2017  
• Thinktravel Mentoring and Coaching Final Report  
• Workplace Travel Planning Initiatives Interim Note  
• Workplace Travel Planning Events Final Report  
• Thinktravel Workplace Engagement Final Report |

## Community and Events Stream

| 2015-2016 | • Rugby World Cup 2015 Support Summary Report  
• Parish Lift Report |

## Personalised Travel Planning

| 2012-2015 | • Cheltenham PTP Executive Summary  
• Cheltenham PTP follow up Final Monitoring Report  
• Cheltenham PTP Implementation Report  
• Coopers Edge, Barnwood Park and Homelands  
• Residential Travel Plans and Monitoring Results.  
• Gloucester & Tewkesbury Borough PTP Evaluation Report |

## Station Travel Plans Stream

| 2015-2016 | • Lydney Station Travel Plan  
• Cheltenham Spa Station Travel Plan  
• Gloucester Station Travel Plan |

## Sustainable Transport Infrastructure

| 2012-2017 | • South Gloucester Corridor Final Report  
• Access to Health, Access to GPs Final Report |

## Travel Planning Stream

| 2012-2017 | • Cheltenham Borough Homes Travel Plan  
• EDF Energy Travel Plan  
• Gloucestershire Constabulary Travel Plan  
• GFirst LEP Travel Plan  
• Gloucester High School for Girls Travel Plan  
• Gloucestershire Hospitals NHS Foundation Travel Plan  
• Pure Offices Travel Plan  
• Shire Hall Complex Travel Plan  
• UCAS Travel Plan  
• University of Gloucestershire Travel Plan |

As part of the evaluation, qualitative feedback was gathered from those involved in direct delivery of the initiatives to obtain an officer/consultant view on the successes and challenges of each initiative and their own reflections on how the intervention could have been improved. To support this, Atkins produced a survey for GCC lead officers and the consultant teams involved in the delivery of smarter choices projects over the past 5 years. A GCC feedback workshop was held on 19th June 2017 to gain insight into the governance and delivery of the programme.

### 3.3. Reporting of Evaluation

The findings from this evaluation are included within the subsequent chapters within this report. A review of project governance will follow the assessment of work streams in Chapter 12.
4. Access to Employment and Opportunities

4.1. Introduction

4.1.1. Access to Employment and Opportunities

The Access to Employment and Opportunities programme was a funding stream initiated in 2015/2016 financial year (FY). The 2015/2016 programme was particularly successful in delivering classroom style training sessions, whereby 12% more sessions were delivered than originally planned. Following this success, the programme was provided with additional funding in 2016/2017.

The Access to Opportunities programme was designed to support long term unemployed job seekers throughout the county of Gloucestershire. Support was provided through travel training to advise participants on the various transport options available to them to enable a broader range of employment opportunities. The aim of the project was to remove transport barriers and empower participants to access employment.

The objectives were:

- To help remove travel barriers to employment;
- To raise awareness of available travel options;
- To raise the profile of the Thinktravel brand; and
- To provide information and resources for future reference by both jobseekers and staff.

4.1.2. Journey to Jobs Programme

Harris Ethical Ltd were appointed to provide support to the Thinktravel Smarter Choices 2015/16 programme by developing and delivering the *Journeys to Jobs* programme, enabling jobseekers to access employment, training, skills and placement opportunities through receipt of a bicycle or a smartcard bus pass. This was initially implemented in FY 2015/2016 with the programme extended into FY 2016/2017.

4.2. Project Delivery

4.2.1. Access to Employment Opportunities

In order to satisfy the objectives and to effectively provide support, the project was designed as two work streams in the FY 2015/2016. These streams are as follows:

- **Personalised Travel Planning (PTP):** This was delivered on a one-to-one basis with jobseekers, college students and staff at the routes to work centres. This involved providing relevant travel information and suggesting other modes of travel; and

- **Travel Training Session:** This was provided to groups of jobseekers or students and involved presenting a session to encourage the use of various journey planning tools to increase confidence in the use of various modes of travel.
The following are examples of activities which were undertaken as part of the PTP and Travel Training Sessions:

- Approaching and working with the Gloucestershire arm of national ‘routes to work’ providers, such as Job Centre Plus, Learn Direct and The Conservation Volunteers (TCV);
- Working on a one-to-one basis with jobseekers to understand and tackle their travel issues and constraints; and
- Working with jobseekers to expand the geographical location of their job search, to areas they may not have considered feasible.

To launch the programme, connections were made with routes to work providers in Gloucestershire. This was to ensure that the programme could engage with jobseekers across the county and to gauge initial interest in the project. Organisations who were approached and keen to work with the partnership team as strategic partners for the project were Job Centre Plus, TCV, Learn Direct, Salvation Army and Bridge Training.

In 2016/2017 the approach was to compose and refresh the content from the previous year so it was more adaptable around the referral partner’s requirements, and, for delivery of travel training. The training sessions were split into two key elements; ‘staff engagement’ and ‘customer engagement’.

### 4.2.2. Journey to Jobs Programme

Key principles of the programme were to deliver:

- Provision of a choice of bus ticket or (recycled) bicycle for a jobseeker;
- Flexibility in the criteria to allow a wider access than just those going to interviews and starting a job i.e. access to training and reskilling programmes and access to adult learning; and
- Support that will allow people to take the next step on their ‘journey to a job’, even if that means going through courses/support as a precursor to being ready for work.

### 4.3. Project Outcomes

#### 4.3.1. Access to Employment and Opportunities 2015/2016

Figure 4-1 presents the achievements of the programme in FY 15/16. The programme achieved a 12% over-delivery of classroom training sessions and a 33% over-delivery of job fair presence compared with the initial targets.

**Figure 4-1  Access to Employment and Opportunities 15/16 Outputs**

- 90 Classroom training sessions
- 7 job fairs within the county
- Delivery of 18 ‘Train the trainer’ sessions with referral partners
A key partner of the project was Bridge Training, Jeff Robinson provided the following Testimonial

"Thinktravel is an exceptional programme that has allowed my clients to improve their opportunities through training, work placements and employment. Clients that may be disadvantaged have benefited from the support of the bus and bike vouchers and this has eased financial pressures for them. The flexibility and quality of the trainer and their ability to adapt the course to meet our needs had a more positive and long lasting effect on our clients."

### 4.3.2. Access to Employment and Opportunities 2016/2017

Go Travel Solutions used their existing relationships with referral partners such as TCV, Learn Direct and Turning Point, to facilitate delivery of the travel training. To ensure all partners had the opportunity to receive support through this programme, communication was paramount and initial meetings were arranged to outline the offering. Referral partners had the option of different training sessions split between staff engagement and customer engagement.

Each referral partner received an introductory email to the programme, including an explanation of each session available. This followed on with an in-depth discussion surrounding strategic planning to scope out which sessions matched their organisational requirement, facilities and client services. It was within this discussion that the needs of the referral partner, including the needs of their customer base, were listened to and adapted around.

The project achieved the following;

**Figure 4-2 Access to Employment and Opportunities 2016/2017 Outputs**

- Delivery of 120 travel training sessions
- Presence at 11 job fairs within the county
- Delivery of 10 ‘Train the trainer’ sessions with referral partners

The agreed areas which received travel training were Gloucester, Cheltenham and Tewkesbury. The programme was extended to support referral partners who had additional hubs in Stroud, Cirencester, Coleford and Quedgeley. The breakdown of areas linked with number of sessions is presented in Figure 4-3 Gloucester and Cheltenham were the most popular locations for sessions with 94 of the 120 sessions undertaken.

**Figure 4-3 Sessions undertaken Across the County 16/17**

![Number of sessions per area](Gloucester > Cheltenham > Tewkesbury > Stroud > Cirencester > Coleford > Quedgeley)

Number of sessions per area

Gloucester | Cheltenham | Tewkesbury | Stroud | Cirencester | Coleford | Quedgeley
The following feedback was gathered from referral partners

**Job Centre Plus**

“Very useful for our customers. You have provided a full service for our jobseekers to help support them accessing interviews and jobs. Sustaining employability is extremely important to us and this is an additional level of support. I would like to thank you and the team for your time given to.”

**Learn Direct**

“Thinktravel has helped learners gain employment and get to interviews. They have supported keyworkers by training them to relay the information regarding travelling. Informing them about the website and use their leaflets and maps. Thinktravel is a positive presence.”

**Gloucester Library;**

“The programme has been very beneficial for our job seekers. I think it is a wonderful opportunity to give to job seekers and to break down those barriers for them. These long term unemployment job seekers haven’t got a lot of money and this programme helps. It offers more travel choices, creating more options for employment, and also enables them to open up their opportunities in terms of where they can look for work. Excellent programme.”

### 4.3.3. Journey to Jobs Programme

A key success of the programme is how it has helped people on their aim to secure employment. For some, it has been the ability to access training (e.g. basic English, literacy, numeracy) to help them gain confidence for interviews. For some, it has been accessing interviews, placements, or short courses, and for others, to help them with their travel when they take up a job offer but need help in getting to work prior to the first ‘pay packet’.

- 96 people completed the feedback survey out of a total 382 total individual participants. Feedback from the bike scheme amounted to 56 responses and 40 responses for the bus survey. Of those that used the bus scheme, 30% of beneficiaries used their bus pass straight away with nearly everyone stating they had used it within a month.

- The main driver for having a bus pass was affordability (65%) but 55% stated that they could now have much more independence in accessing work or training.

- 34% of participants felt that the bike scheme provided affordable means of getting about, whilst for 32% the programme allowed them to access locations they could not have reached easily. Note that this is a percentage (%) of all those that opted for the bike scheme, so if expressed as a % of all those that responded to the question, the success rates would be even higher.

Through the Journey to Jobs programme in 2016/2017 the following was identified:

**Figure 4-4  Journey to Jobs 16/17 Findings**

- 400 individuals benefitted from bike and bus vouchers

- 309 people were influenced to use bus services for a period of between one week and two months
4.3.4. Lessons Learnt and Legacy

Throughout the Access to Opportunities Project, Go Travel Solutions and Atkins monitored what worked, and what did not work as well as it should have. One of the key lessons learnt from Go Travel Solutions observations was the difficulty that partners experienced to organise group sessions with their job seekers. There is a commitment that is needed from the job seeker, which is not always kept.

Cliff Jones of Go Travel Solutions completed the Thinktravel Evaluation survey and noted the demand for the programme. Cliff felt that the programme has had a high impact.

“Significant engagement with c30 referral partners over the LSTF/STTY period. This programme was very much in demand and received additional funding each programme year. Significant over delivery against target and partners were still asking for training sessions (despite the end of the programme)"

Jon Harris of Harris Ethical took part in the Thinktravel Evaluation survey and felt that the key success of the Journey to Jobs project was over 400 individuals benefitting from bike and bus vouchers. A particular success of the project was the improved access for refugees and social excluded/rehab sector where access to ‘healthy’ transport solutions was particularly important. Jon felt that if he could make one improvement to the project it would be the ability to offer the integrated (bus and bike) flexi product from Day 1 and a simpler process for administering smart cards and tracking use. A spatial analysis tool on usage and trip distribution would also be very useful.
5. Schools Engagement

5.1. Introduction

School engagement has taken place during the entirety of the Thinktravel Smarter Choices Programme with initiatives including Bike It delivered by Sustrans and the Modeshift STARS project.

5.1.1. Bike It Project

The Bike It project has been running in Gloucestershire since 2012 with an extension of the project in 2015 where the project was rebranded as Bike It Plus during the FY 2015/2016 Transition Year funding. Sustrans’ Bike It project works in schools to get more young people cycling (and walking), and for them to do this more often. The overall aim of the project is to increase the number of young people travelling to school actively and to reduce car use on the school commute. Specific aims of the project were to:

- Increase the level of cycling to school to 20% of all young people, or to double regular cycling levels where the baseline level of regular cycling is lower than 10% of pupils.
- Reduce the number of young people travelling to school by car – with a shift to active travel modes or use of public transport.
- Raise awareness of the benefits of active travel.
- Create a culture of active travel within project schools that can be sustained once the Project Officer has departed.
- Reduce car usage among pupils’ parents and teachers.

5.1.2. Modeshift STARS

The Modeshift STARS is a national schools awards scheme that has been established to recognise schools that have demonstrated excellence in supporting cycling, walking and other forms of sustainable travel. Two Modeshift STARS Engagement Officers (1 full time, 1 part-time) have been employed by Gloucestershire County Council, with activities undertaken in FY 2016/2017 including:

- Increase the number of young people travelling to school actively and/or sustainably through promotion, education, activities, training and skills;
- Plan and monitor engagement and activities within schools, work actively with school management teams to work towards developing school travel plans;
- Organise practical activities that will give people confidence to cycle, walk and scoot more;
- Organise for schools to take part in national mass participation events;
- Actively encourage the school community to get involved in active travel by generating positive publicity and motivational events; and
- Work with the school management team to gain their full support for the project.

The proposed outcomes of the project were

- To develop a sustainable School Travel Plan with 15 targeted schools through a recognised sustainable transport accreditation scheme.
5.2. Project Delivery

5.2.1. The Bike It Project

Figure 5-1 presents the key components of the Bike It project.

Figure 5-1  Bike It Project Components

- Organisation and Policy: To ensure the project is fully supported
- Raising Awareness: Develop people’s knowledge of the reasons why we want to change behaviour
- Empowerment: The next step is to enable change
- Action: Activities that motivate and celebrate the behaviour change

The School Mark programme was a key part of the ‘action’ component and coincided with the Modeshift STARS project. The programme consists of three progressive levels for schools to work through. The achievements that are set out are cumulative, so that a school must complete the previous level before moving on to the next. The scheme is not time-bound, and is only dependent on schools meeting the set criteria. The Bike It Plus Officer organises and delivers activities in schools with results from Hands Up Surveys, teacher surveys, and bike and scooter counts used to measure the impact of the project across schools engaged with the project in Gloucestershire.

Figure 5-2  School Mark Programme

- Bronze: The school has worked in partnership with Sustrans to bring about some organisational, cultural and behavioural changes that help to support pupils in cycling to school.
- Silver: The school continues to demonstrate its commitment to the ideals of the project, but with more of the energy and resources coming from within the school and its community.
- Gold: The school that has demonstrated on-going commitment to the project over several years which has led to significant, organisational, cultural and behavioural changes, and the school is continuing with little or no input from the Sustrans officer.
5.2.2. **Modeshift STARS**

Project deliverables for the **Modeshift STARS** project are presented in Figure 5-3 below.

**Figure 5-3** Modeshift STARS Project Deliverables

- Contact target schools to inform them of project and arrange 1:1 meetings
- Baseline and follow up travel to school surveys
- Encourage participation in the National Cycle Challenge
- Begin deliver engagement activities in schools
- Encourage participation in walk to school month
- Begin to upload historical travel data and initiatives into STARS site
- Begin delivery of STARS surgery workshop to engage schools
- Encourage participation in The Big Pedal
- Modeshift STARS submission deadlines

5.3. **Project Outcomes**

5.3.1. **Bike It Project**

Table 5-1 presents the total number of activities delivered in Gloucestershire schools throughout the project by academic year – 2012/2013 to 2015/2016. The Bike It Officer in Gloucestershire delivered 437 activities across all schools engaged with the project, with 44,710 attendances made by pupils, siblings, parents and teachers.

**Table 5-1** Bike It Project Activities

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Total Activities</th>
<th>Total Pupils</th>
<th>Total Staff</th>
<th>Total Parents</th>
<th>Total Siblings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/2013</td>
<td>49</td>
<td>4,477</td>
<td>151</td>
<td>191</td>
<td>5</td>
</tr>
<tr>
<td>2013/2014</td>
<td>135</td>
<td>13,305</td>
<td>438</td>
<td>154</td>
<td>8</td>
</tr>
<tr>
<td>2014/2015</td>
<td>134</td>
<td>13,122</td>
<td>439</td>
<td>582</td>
<td>10</td>
</tr>
<tr>
<td>2015/2016</td>
<td>119</td>
<td>11,198</td>
<td>369</td>
<td>218</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td>437</td>
<td>42,102</td>
<td>1,397</td>
<td>1,145</td>
<td>66</td>
</tr>
</tbody>
</table>
Highlights from the Bike It Project undertaken between 2012-2014 include the following findings from the Hands up Survey:

- An increase in the level of pupils who usually travel to school actively, from \textbf{53.2\%} before engagement to a high of \textbf{60.0\%} after one year. Active travel levels remained high in the second year of engagement with Sustrans at \textbf{59.0\%} (an overall increase of 5.8 percentage points).

- The level of pupils who usually travel to school by car decreased and remain below baseline after two years; from \textbf{34.8\%} at baseline to \textbf{33.6\%} after one year and \textbf{29.1\%} after two years (an overall decrease of 5.7 percentage points).

\subsubsection*{5.3.2. Bike It Plus}

The Bike It Plus project had four key aims which are presented in Table 5-2

\begin{table}[h]
\centering
\begin{tabular}{|l|p{\textwidth}|}
\hline
\textbf{Aim 1} & Increase the level of cycling to school to 20\% of all young people, or to double regular cycling levels where the baseline level of regular cycling is lower than 10\% of pupils \\
\hline
\textbf{Aim 2} & A trend reduction in pupils reporting that they usually travel to school by car in the region of 5\% \\
\hline
\textbf{Aim 3 & 4} & To raise awareness of the benefits of active travel & to create a culture of active travel within project schools that can be sustained once the Project Officer has departed. \\
\hline
\end{tabular}
\caption{Bike It Plus Project Aims}
\end{table}

The findings of the Hands Up Survey undertaken as part of Bike It Plus project are presented below:

\textbf{Aim 1} - Results from Hands Up Surveys show an increase in the number of pupils regularly cycling to school, however after two years of engagement this level has not reached 20\% across schools engaged with the project in Gloucestershire. After 2 years of engagement 14.6\% of pupils surveyed are regularly cycling to school. Cycling frequency results from Hands Up Surveys are displayed in Figure 5-4 below:
Aim 2 - Results from Hands Up Surveys show that aim two of the project was not been achieved across schools in Gloucestershire (see Figure 5-5)

After two years of engagement, a 4% reduction in the number of pupils who usually travel to school by car has been achieved. An increase in pupils usually travelling to school actively has also been seen.

Aim 3 & 4 - Results from Hands Up Surveys suggest that aims three and four of the project are on their way to being met with the percentage of pupils wanting to travel actively increasing as engagement with the project continued. There has also been an increase in those who use their bike outside of school and who have access to a bike they can regularly use.

Feedback from teachers at schools engaged in the project also support a developing culture of active travel in project schools, with parents and siblings also engaging in the project and noting that activities have tied in with the school curriculum.

A case study by Tuffley Primary School has been included within Appendix A.

“This has been a very positive experience for us and has come along at just the right time. We are an expanding school with a growing traffic issue. Our involvement with Sustrans has added a lot of value and credibility to our transport plans. There have been many links made to our theme-led curriculum across KS1 and KS2. We have also been better able to deliver Eco-Schools” - School staff, Lakeside Primary School.
Sustrans felt that the project was a big success and commented on the key achievements and legacy of the project through the Thinktravel Evaluation Survey

“The project had excellent engagement and successes with some of the intensively engaged schools. A large number of practical sessions delivered and beneficiaries engaged with. We found there was real enthusiasm from both teachers, pupils and parents to continue the behaviour change of active/sustainable travel to school. Another key success was the relationships and partnerships created outside of GCC – we promoted each other’s projects and offerings and joined up on events, e.g. Active Gloucester (Showcasing get cycling - adapted bikes).

In terms of the legacy of the project, several schools took part in the School Mark scheme, this created an active travel culture within the schools which could be continued beyond the life of the project. The schools could continue to work through the accreditation scheme once the officer has gone and provides a structured format to continue to maintain and progress active travel within the school.

Several schools had an Active Travel Crew set up. A pupil run group who fed in ideas for increasing Active Travel within the school, helped run events and led their own activities. It was intended this would continue beyond the life of the project. Each school had also named a Champion who the Project Officer worked with. The Champion and other school staff were provided with resources, lesson plans, sign posted to the Sustrans website, other services, projects and initiatives to continue promoting active travel beyond the life of the project. Staff were also involved in activities to allow them to run them themselves if they were able to post project”

5.3.3. Modeshift STARS

Eighteen schools were engaged in the STARS programme (10 within Gloucester, 5 in Cheltenham, 3 in Tewkesbury). This is three more than the original target of fifteen.

Through the support of the Bike It Plus project, sixteen schools have been successful in achieving accreditation which surpasses the target by 1 school. Of those schools that achieved accreditation, 2 achieved Gold, 7 Silver and 7 bronze.

![Figure 5-6 Level of Accreditation Achieved - Modeshift STARS](image)
Of the seven schools who were engaged in the Sustrans ‘Bike It’ project in previous years, 4 achieved Silver or Gold Accreditation. Five additional schools also achieved Silver or Gold accreditation. In total 2838 pupils were involved in initiatives, such projects show the huge impact of school engagement programmes and the potential to achieve significant behaviour change in the future. Overall, 38% of the pupils enrolled at the 18 schools were engaged in the project. 7557 pupils were informed about the project and took part in wider initiatives such as Walk to School week, or were present at an assembly.

Figure 5-7  Modeshift STARS - Pupil Engagement per School

![Pupil's reached by project graph]

The second objective of the programme was to increase levels of walking, cycling and scooting to 20%. The average modal split for all 16 schools, showed that 55% of pupils usually travel by a sustainable travel mode (Walking, cycling or scooting) far surpassing the project objective of 20%. Only 29.7% of children usually travel by car to school. 40% of children said they would prefer to cycle, whereas only 8.9% currently do so.

Figure 5-8  Modeshift STARS - Actual & Preferred Mode of Travel to School

![Average Modal Split graph]
6. **Business Engagement Stream**

6.1. **Introduction**

Within the original Thinktravel 2012/2015 application, GCC aimed to engage with 40 companies with the potential to reach up to 8000 employees. In 2016/2017 a further 4,000+ employees in Small Medium Sized Enterprises (SME) were engaged. These employers have been supported and incentivised to implement their travel plans, becoming beacons in the commercial community. GCC has provided support to organisations through a range of smarter travel initiatives and advice including providing a travel information team to provide information about travel options to employees, advice on improved use of Information Communication Technology (ICT) and home-working to reduce the need to travel, bus “taster tickets”; and an annual Sustainable Transport Challenge event. The following projects have been undertaken as part of the Business Engagement Stream:

- Barnwood Business Travel Forum
- Workplace Events
- Mentoring and Coaching
- Business Travel Grants
- Workplace Travel Planning 15/16 – Stroud District
- Thinktravel Business Engagement 2016/2017

6.2. **Project Delivery**

6.2.1. **Barnwood Business Travel Forum**

The forum has developed and delivered travel initiatives for employers based at the Barnwood Business Park, Gloucester, which is located two miles to the east of Gloucester City Centre, and one of Gloucestershire’s most significant employment clusters. The Park hosts 25 businesses, covering circa 8,000 employees. The mix of businesses is diverse (including Lloyds Banking Group, Barclays, TSB, EDF, Sainsbury’s, NHS Gloucestershire, Davis and Partners Solicitors, Booker’s Cash and Carry, Sigma Golf Outlet, amongst many others). Back in 2011, Barnwood Business Park was identified as a target hotspot for Gloucestershire’s LSTF Thinktravel project due to its cluster of high numbers of employees, and severe transport access constraints to the site.

The project’s objectives were to:

- Run a well-attended and effective Travel Forum to achieve a collaborative approach to delivering sustainable travel initiatives by multiple occupiers, through the Travel Forum;
- Use the successful completion of the Walls Roundabout and C&G Roundabout improvement local pinch point scheme works as an ongoing catalyst for business engagement and travel planning;
- Deliver revenue based promotional measures to motivate employees to change their travel behaviour and to sustain this new behaviour; and
- Offer one-to-one coaching and mentoring of key business representatives to foster their ownership of delivering Travel Planning into the long term.
6.2.2. Workplace Events

Workplace Events workstream delivered multi-modal travel events at workplaces in the LSTF area, to directly target and engage with their employees and to provide Thinktravel information, materials and incentives. The approach to this workstream involved making contact with businesses to understand their travel challenges and opportunities, publicising the Thinktravel project and attaining their buy in to delivering a travel event. The specification for travel events were tailored to business needs.

The project’s objectives were to:

- Deliver effective multi-modal travel events at workplaces to inform and motivate employees to travel by sustainable modes;
- To deliver events in collaboration with Gloucester Bike Project, as a local stakeholder;
- To maximise the number of employees participating at travel events; and
- To use travel events as an opportunity to develop and sustain relationships with businesses.

6.2.3. Mentoring and Coaching

This activity was undertaken to engage with businesses in Cheltenham and Gloucester to understand their attitudes, approaches and challenges to embedding sustainable transport into their commuting and business travel practice. Organisations were supported through guidance and knowledge exchange, to develop new and improved approaches to sustainable transport. The Atkins’ coaches and mentors worked with fifteen businesses to provide this tailored support.

The project objectives were to:

- Directly target and provide support to businesses of all sizes and sectors in the LSTF area (although with a focus on SMEs whom were not directly targeted through the workplace engagement work stream);
- Provide tailored mentoring and coaching based on the needs of the business and their bespoke travel issues and needs;
- Raise the profile of the LSTF project amongst the business community and employee population;
- Help to germinate a culture of sustainability in local businesses by upskilling their staff to deliver travel initiatives;
- Engage with business intermediaries, for example Greener Gloucestershire and the Federation of Small Businesses;
- Provide the support for businesses “self-help” with future delivery of travel initiatives; and
- Provide a network of businesses and a knowledge base of mentoring and coaching skills and tools for continuation in 2015/16.

The Routes to Success Programme aimed to link the Thinktravel Smarter Choices programme with the Business Growth support programme. This was focused around the Growth Accelerator business coaching programme, which was also offered in a ‘light touch’ form targeted at SMEs. As part of the project, Harris Ethical worked with Atkins and Steer Davies Gleave to hold briefing sessions to explain the business coaching element of the LSTF programme. Therefore, cross-referrals were encouraged as part of these consultants’ Workplace Travel Planning programmes.
The project changed in focus slightly as a result of funding for the Growth Accelerator being cut. The business support provided was therefore amended to:

- ‘Routes to Success’ Business Seminar;
- Intensive business support;
- Light touch business support; and
- Wider Thinktravel promotion to SMEs and start-up businesses.

### 6.2.4. Business Travel Grant

The aim of the **Business Travel Grant** (BTG) workstream was to provide financial support to employers to deliver sustainable travel incentives with a maximum of £5,000 available per site. The grants were primarily used by businesses to implement capital physical measures (e.g. cycle parking), rather than revenue measures. Businesses were also required to make match commitments².

The project objectives were to:

- Provide funding support for sustainable travel initiatives to businesses of all sizes and sectors in the LSTF area (including small and medium enterprises);
- Allocate the grant based on a commitment from businesses to deliver their travel planning initiatives and invest in complementary measures;
- Fund measures that in the absence of a grant were unable to or highly unlikely to be delivered by businesses; and
- Target measures that were considered to be highly effective in encouraging employees to travel by sustainable modes.

To manage the administration and assessment process, a series of guidance and application documents were produced. These required applicants to fully scope the measures proposed as part of the BTG process, as well as to commit to monitoring the scheme and the provision of match commitments, whether financial, staff time and other complementary projects.

### 6.2.5. Workplace Travel Planning

Workplace Travel Planning in FY 2015/2016 took place in the Cotswolds and Stroud District across a range of organisations, including colleges and NHS Trusts, as well as businesses of varying sizes. Workplace Travel Planning also took place in the Growth Hub area. This was delivered in two streams: the mentoring and coaching element and PTP and travel events element.

### 6.2.6. Thinktravel Business Engagement

The Thinktravel Business Engagement in FY 2016/2017 took place to further engage with local businesses where a ‘quick wins’ report was produced. The initial objective was to target 20 businesses and 5,000 employees with the aim of engaging with 14 across Gloucester and Cheltenham. An additional fee to engage with 15 businesses within the planned West Cheltenham residential parking zones was requested by GCC and agreed shortly after the commission started.

The agreed scope of work associated with the engagement project is summarised below:

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² these were in addition to the local contributions outlined earlier in the report
- Identify key business contacts within target organisations and gain a working understanding of the operational nature of target organisations;
- Identify potential target propensity for the Thinktravel programme, associated key wins, suppressed demand issues etc. to inform initial engagement sessions;
- All organisations will be offered on-site staff engagement events;
- Undertaking a baseline survey to understand existing behaviours and propensity to change and reviewing any preceding travel planning activity. This data will be used to create a ‘quick wins’ report i.e. an Action Plan for the organisation highlighting all actions;
- Meetings with all businesses to discuss their ‘quick wins’ report and provide them with guidance for taking their next steps, additional enhanced mentoring will be available to 5 organisations

6.3. Project Outcomes

6.3.1. Barnwood Business Travel Forum

The forum has been the key vehicle for collaborative business engagement, securing employer buy-in and planning and delivering travel initiatives. Ten businesses actively participated in this Forum, representing the majority of employees at the Business Park.

The outputs and achievements of this project were:

- A quarterly Travel Forum was well attended by business representatives and agreed effective actions for travel planning;
- Providing one-to-one mentoring sessions to four key employers to provide tailored guidance and support on travel issues, including car parking management, developing their business specific Travel Plan action plan and incentivising employee car share;
- Coaching businesses to take ownership of chairing the Travel Forum to enable its continued operation post completion of LSTF funding; and
- Design and distribution of the Barnwood Travel Newsletter (three editions per year) – a highly effective channel to distribute travel information to employers and their employees.

Lindsey Stack of Atkins was a key figure of the Business Travel Forum and outlined through the Thinktravel Evaluation Survey the success of the forum

“Barnwood Travel Forum was one of the key success areas of the project. This forum was an enthusiastic group of people representing businesses across the Barnwood Business Park. We successfully addressed many issues raised by the group, encouraged them to participate in various initiatives (e.g. travel events and travel grants) and arranged for guest speakers to come to the meetings”

6.3.2. Workplace Events

The outputs from the workplace events were as follows:
• Engaging with over 100 businesses to introduce the Thinktravel project and to identify their travel needs;

• Delivering 23 travel events in 2014/15 (and 16 events in 2013/14) which were generally well attended and positively received by employees and provided public transport, active travel, car share and eco-driving information and incentives. Travel advisers provided face to face and tailored travel advice to employees; and

• Developing the Thinktravel business travel planning toolkit to support businesses in developing sustainable travel commuting and business travel initiatives.

Lindsey Stack from Atkins outlined within the Thinktravel Evaluation Survey that many of the workplace travel events were well received with staff coming along to speak to the team or to take away travel information. Lyndsey felt that for the businesses where the events were successful, it is likely that they will continue to encourage staff to travel by sustainable modes, and perhaps even run their own events in the future.

Sarah Fish from Atkins outlined within the Thinktravel Evaluation Survey that the key success of the project was that key businesses within the County were willing to engage and invest their own staff time in the programme with tailored outputs to suit the needs of each business. In terms of improvements to the project Sarah outlined the key considerations/recommendations when developing workplace events

• “It is important to find the right contact in the business, someone who is interested in staff travel and who is enthusiastic in encouraging staff.

• Picking the right location – staff canteens worked well

• Having something to draw in the crowds, such as the smoothie bike.

• Freebies also encouraged people to attend, such as the various Thinktravel goodies.

• Promotion prior to the event is also key. It is ideal if something can be placed on the staff intranet system, posters around the building, emails to staff etc.

• Maintain a good relationship with the business contact, respond to their emails, be helpful with any issues etc.”

6.3.3. Mentoring and Coaching

The outputs and achievements from the project were working with fifteen businesses to provide:

• One to one brainstorming sessions with key influencers and decision makers in the organisation to develop new approaches to car parking management and travel plan development and implementation;

• Travel Plan expert review – reviewing and challenging organisation’s existing travel plans, sustainable travel policy and business travel to identify areas for improved efficiency and the integration of sustainable modes;
- Support to the launch of sustainable capital measures, principally cycle infrastructure funded through the Thinktravel Business Travel Grant; and

- Business case development support, principally to Gloucestershire Bike Project in their future expansion plans.

- Networking and engagement with business intermediaries and local business groups to reach wider businesses and ‘sell the Thinktravel message’ to a wide audience.

A key element of this mentoring and coaching stream was supporting Gloucestershire County Council, Gloucester City Council, England 2015 and Gloucester Rugby in developing an effective Venue Transport Plan (VTP) for the 2015 Rugby World Cup at Kingsholm Stadium. Further detail on mentoring and coaching activities as part of the Rugby World Cup can be found in Chapter 6.

Commercial Group is one of the UK’s largest independently owned business services group who are renowned for their approach to sustainability. Commercial have been a beneficiary of the Mentoring and Coaching project and were provided with support throughout 2014/15 to develop their Travel Plan. Commercial quote in Figure 6-1.

**Figure 6-1 Commercial - Stakeholder Comment**

“Commercial has been fortunate enough to engage with Gloucestershire’s “Thinktravel” team as part of their workplace engagement programme, funded by the LSTF, since late 2012 and have benefited from bespoke advice which has assisted us in growing our business in a sustainable and environmentally friendly manner. The improvements in business efficiency and cost saving through our work with the LSTF team have led to a significant increase in uptake of active travel modes.”

~ Simon Graham, Sustainability Strategist

The Routes to Success programme achieved the following outcomes

Overall, the project supported the following:

- 22 local businesses engaged through the Routes to Success seminars;

- 10 local businesses received intensive business support;

- 66 local businesses engaged through ‘light touch’ support, plus support to 7 business networks; and

- 450 businesses engaged through business networks and events.

Routes to Success opened capacity for SMEs and not for profit organisations in terms of challenging their business plans and providing opportunities for business growth.

Jon Harris commented on the success of the project through the Thinktravel Evaluation Survey

“A key success of the project was mainstreaming transport and logistics planning into SME development and helping small enterprises tackle their challenges. We were able to support sustainable transport businesses make a success of their enterprise for example, we supported Compass Holidays with Growth Accelerator and GCC support funding which they received. As part of the legacy of the project, businesses have grown in capacity and capability and operating as a stronger business (e.g. Glos Bike Project, Compass, Dial A Ride schemes)”
6.3.4. Business Travel Grants

The key outputs and achievements of the Business Travel Grants (BTG) were:

- 40 businesses received grants throughout the LSTF project duration, to a total award value of circa £153K;
- The majority of these grants enabled the provision of new or improved workplace cycle parking. The remainder funded pool cycles, lockers for the storage of cycling equipment, showers and changing facilities and electric vehicle charging points; and
- All successful grant applicants have agreed either financial or non-financial match commitments to implement initiatives to support the BTG, for example, cycle training, the provision of cycling clothing and Personalised Travel Planning for employees.

Figure 6-2  Martin Horwood MP and Simone Hyndmarch-Bye at the launch of Commercial Group’s Electric Vehicle Charging Points

The BTGs have been a key success of the Thinktravel Smarter Choices Programme. The grants have been an effective resource in delivering tangible initiatives which have the potential to sustain improved levels of sustainable transport to those organisations which took part. Grants were made available to all sizes of organisations in Cheltenham and Gloucester thus ensuring engagement with a wide-cross section of the local business community. The project has been met positively by businesses, with them contributing match commitments which is important in demonstrating commitment to long term behaviour change.

Lindsey Stack from Atkins was heavily involved throughout the development and implementation of the business travel grants and believed that the project was a real success in encouraging staff to travel by sustainable modes

“The project enabled businesses to purchase equipment to encourage staff to travel to work by sustainable modes. Again, businesses were very positive about this initiative and because it required a commitment from them, it ensured that they were enthusiastic about encouraging sustainable travel. The scheme was well organised. Receiving the business travel grant has hopefully given some businesses a starting point in encouraging staff to travel by sustainable modes, and they will hopefully purchase more equipment in the future.”
6.3.5. Workplace Travel Planning

Workplace Travel Planning took place as part of the FY 15/16 extension to the Thinktravel Smarter Choices Programme. The travel planning took place in the Cotswold and Stroud Districts delivered by Steer Davies Gleeve. Atkins delivered similar activities in the Forest of Dean and the Growth Hub area.

In the Cotswold and Stroud Districts, a range of organisations, including colleges and NHS Trusts, as well as businesses of varying sizes engaged with Steer Davies Gleeve to undertake workplace travel planning. In total, 17 businesses were provided with support in the Cotswold and Stroud areas. 14 travel events took place in the form of a pop-up stand, and 3 businesses benefited from further support in terms of mentoring and coaching. Table 6-1 below presents the levels of engagement undertaken with organisations across the Cotswold and Stroud districts.

Table 6-1 Workplace Travel Planning - Level of Engagement

<table>
<thead>
<tr>
<th>Level of Employer</th>
<th>Target Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1 Employers (referred to as ‘Large Employers’ in this Report)</td>
<td>Worked with 3 large employers in Cotswold District (Cotswold DC; Royal Agricultural University; and Cirencester Hospital/ North Cotswolds Hospital). The hospitals had a lower level of support than the other Cotswold large employers. Worked with 2 large employers in Stroud District (Stroud General Hospital and Vale Community Hospital)</td>
</tr>
<tr>
<td>Level 2 Employers (referred to as ‘Medium Employers’)</td>
<td>5 Employers reached in Cotswolds through: events at Cirencester Office Park, Cirencester Town Centre and Cotswold Airport. 7 Employers reached in Stroud district through events at Egypt Mill Hotel, Lister, Stratford Park Leisure Centre and Hatton Court Hotel</td>
</tr>
<tr>
<td>Level 3 Employers (referred to as ‘Small Employers’)</td>
<td>427 employers reached in total, with a potential reach of nearly 9,000 staff</td>
</tr>
<tr>
<td>Area Travel Plan</td>
<td>Worked with employers at Cotswold Airport (approx. 160 staff in total)</td>
</tr>
</tbody>
</table>

Businesses in the Forest of Dean benefited from both travel events and mentoring and coaching support. A total of 18 travel events took place at organisations, including at Highnam Business Centre and Forest of Dean District Council. In addition, more than 10 businesses were provided with specific travel support. Jon Harris of Harris Ethical felt that the project was a success in engagement businesses in travel planning exercises.

“The ability to explain role of travel planning benefit to ‘non-traditional markets’ e.g. tourism locations in Forest of Dean (FoD Steam Railway, Beechenhurst Lodge, Speech House, PedalaBikeAway) was a particular success. Business relationships were built which means travel planning may still continue when triggered by development.”

Atkins also led on the delivery of workplace travel planning in the Growth Hub area. This was delivered in two streams: the mentoring and coaching element and PTP and travel events element. Businesses within the Growth Hub area of Gloucester, Cheltenham and Tewkesbury were therefore invited to benefit from travel support in the form of travel events and mentoring and coaching.
40 travel events took place at businesses which include UCAS, Gloucestershire Constabulary and the NHS Trust. Further to this, more than 20 businesses received tailored mentoring and coaching support, including SuperGroup, Sterling Integrity and Cheltenham Borough Council.

### 6.3.6. Thinktravel Business Engagement

The aim of the Thinktravel Business Engagement in FY 2016/2017 was to engage with local businesses in Gloucester and Cheltenham to promote the benefits of cycling, walking, car sharing and the uptake of Smartgo. The Smartgo initiative provided a package of discounts and incentives to individuals, in order to support them to shift towards more sustainable modes of travel to work. Table 6-2 provides a summary of the level of engagement achieved through the two elements of the project. 17,070 employees engaged with the project.

**Table 6-2 Thinktravel Business Engagement - Level of Engagement**

<table>
<thead>
<tr>
<th>Business</th>
<th>Businesses Engaged</th>
<th>Number of Staff within Engaged Business</th>
<th>Number of Business Events</th>
<th>Number of Business Surveys</th>
<th>Number of Smartgo Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gloucester and Cheltenham businesses</td>
<td>13</td>
<td>14,865</td>
<td>5</td>
<td>6</td>
<td>194</td>
</tr>
<tr>
<td>West Cheltenham businesses</td>
<td>132</td>
<td>2,205</td>
<td>0</td>
<td>132</td>
<td>46</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145</strong></td>
<td><strong>17,070</strong></td>
<td><strong>5</strong></td>
<td><strong>138</strong></td>
<td><strong>240</strong></td>
</tr>
</tbody>
</table>

The key findings of the engagement with Gloucester and Cheltenham businesses are as follows:

- The travel survey undertaken by businesses across Gloucester and Cheltenham shows that the main mode of travel for all businesses is ‘drive alone’, presenting a range between 64% and 90%. The weighted average is 77% across all businesses.

- More than half (52%) of staff said that they could be encouraged to shift to cycling/walking and/or car sharing.

- On average, nearly 50% of staff indicated that they could be encouraged to cycle to work if measures were implemented to make this easier. The same figure for walking is just under 30%.

- A total of 240 staff had signed up to the Smartgo initiative, 194 staff from Gloucester and Cheltenham businesses and 46 staff from West Cheltenham businesses.

The business engagement has been a key success of the Thinktravel Smarter Choices programme and demonstrates that successful outputs have been delivered throughout the entirety of the programme. Some businesses have been able to start implementing actions following the initial meeting such as providing better cycle facilities, speaking to neighbouring businesses on how to increase cooperation to accommodate better access by sustainable modes in both short and long term.
7. **Community and Events Stream**

7.1. **Introduction**

7.1.1. **2015 Rugby World Cup**

As part of the Thinktravel Smarter Choices Programme in FY 2015/16, a key work stream was community events based around the 2015 Rugby World Cup. Gloucester was a host city for the Rugby World Cup 2015 with approximately 16,000 fans attending Kingsholm per match (as well as fans watching the match in the dedicated Fan Zone at Gloucester Docks).

GCC used the Rugby World Cup as a catalyst to encourage more active travel amongst Gloucestershire residents and those attending matches at Kingsholm as well as those using Gloucester as a central base whilst enjoying the whole tournament. One of the aims of the tournament was to help create a sustainable travel legacy.

The Rugby World Cup was a major part of the bid to the DfT for additional funding for FY 2015/2016. It was felt that the influx of visitors to the area should be managed appropriately. This was partly achieved through Station Travel Plans, but in addition a wider work stream specific to the RWC travel demand management was undertaken, as it was felt that this was an essential requirement of Gloucester’s role as a host city to manage travel efficiently.

This workstream was delivered by Atkins, with the key aims of the project to:

- Ensure all RWC client groups could access Kingsholm at the right time and in the safest, most efficient and sustainable manner;
- Ensure all spectators and workforce could travel to and from Kingsholm and the Fanzone in Gloucester Docks on time and in comfort;
- Ensure Gloucester was not unduly disrupted during the RWC.

7.1.2. **Community Interest Group Thinktravel Toolkit**

In 2015/2016 the Thinktravel Smarter Choices Programme launched the Community Interest Group (CIC) Thinktravel Toolkit, Gloucestershire County Council’s bid to DfT stated that they would produce a toolkit for community groups to run their own local Thinktravel events, carry out PTP or produce locality maps. The production of the CIC toolkit was undertaken by Harris Ethical and Go Travel Solutions due to their experience in setting up and managing CICs.

The toolkit is targeted at community organisations, businesses and schools, as well as those planning for local development and those involved in supporting the rural economy. The toolkit provides a practical guide to encourage sustainable transport, with links to more detailed information on transport issues such as parking problem, travel to work and encouraging active travel within local communities of Gloucester and Cheltenham.

7.1.3. **Parish Lift Programme**

In 2016/2017 the Thinktravel Smarter Choices Programme implemented the Parish Lift programme. The Parish Lift is a community car sharing scheme developed through Communities Connected CIC and Department for Transport (DfT) funding to help support social inclusivity and rural accessibility across the Cotswolds Area of Outstanding Natural Beauty (AONB).
The Parish Lift project has been delivered through an online platform designed to help match registered users, whether they be drivers or people seeking a ‘lift’, with other residents and neighbours travelling in the same direction, at similar times, to nearby destinations. The scheme has provided an opportunity to build on informal lift sharing that undoubtedly takes place already within and amongst close acquaintances and family members on a demand responsive basis across rural and remote areas within the Cotswolds.

7.2. **Project Delivery**

7.2.1. **2015 Rugby World Cup**

To achieve the objectives based around the Rugby World Cup matches held in Gloucester, the delivery team worked with stakeholders and businesses to minimise disruption caused by the matches. A Venue Transport Plan was produced with England Rugby and a Transport Working Group was created between Atkins, GCC, Gloucester City Council, England Rugby, the Police and transport operators in the area.

Atkins applied the following principles to this work stream:

- **Reducing** the number of car trips (particularly low occupancy) and managing car parking demand;
- **Re-timing** journeys to encourage spectators and the background demand to spread the timings of their trips to avoid congestion pressure points on the highway network;
- **Re-moding** for those spectators, visitors and background demand who have the opportunity to switch from car to coach, bus, rail, walking and cycling; and
- **Re-routing** to encourage those who needed to access the City Centre to do so using efficient routes which are well planned, signed and communicated.

A Gloucester Transport Working Group was established, chaired by Phil Cameron, Traffic Manager, GCC. Atkins, representatives from GCC, England Rugby Gloucester City Council and Gloucester Rugby were key members of the group.

The workstream also included the following activities throughout FY 2015/2016:

- The development, continual update and delivery of Gloucester's RWC Venue Transport Plan;
- Engagement with key businesses to ensure that they were signed up to the principles of the Venue Transport Plan and implemented actions to manage the travel demand of their workforce and visitors during the RWC;
- Supporting Phil Cameron and Gloucester City Council’s Transport Manager in the Silver Command Centre during RWC matches to manage transport issues in real time; and
- Supporting the development and distribution of England 2015’s Travel Demand Management information.

7.2.2. **Communities Interest Company (CIC) Toolkit**

The toolkit has allowed community organisations to make use of the Thinktravel knowledge and resource gathered around sustainable transport promotion as they see fit. A few examples of the way the toolkit has been used include:

- Offering a Thinktravel resource table at a local event, e.g. a school or village fete, a fun run, a cycling event;
• Working with local schools and after-school clubs to provide activities to help children, parents and staff think about their travel choices. This could include events, careers fairs, school travel research and developing and refreshing school travel plans; and

• Gathering evidence to help inform responses to local planning applications particularly where access to public transport, walking, and cycling are important considerations.

7.2.3. Parish Lift Programme

Parish Lift was originally devised as a response to the withdrawal of the 804 Bus Service in November 2016 as part of Gloucestershire County Councils Bus Review. The service operated between Temple Guiting connected onto the 801 service to Cheltenham at Andoversford.

The area covered as part of the Parish Life project has gradually expanded over time to provide access to a greater number of smaller parishes and localities across the Cotswolds. This was to increase the number of registered users and ultimately the validity of the scheme, short term.

A decision was taken by GCC and the project team to approach the promotion of the scheme in three stages to generate awareness of the Parish Lift project and crucially the registration of users on the system. The final step is to then ‘nudge’ people towards undertaking car sharing journeys.

• Distanced Contact: Distributing and disseminating information widely and raising awareness of the scheme. Reliance upon voluntary and proactive sign ups from committed group.

• Direct Engagement: Intensive and targeted approach at key public places such as schools, churches and public places where direct registrations are the aim.

• Online Interaction: Once registrations have reached critical mass, the gap between registration and actual car sharing journeys must be explored through incentives and contact with users.

7.3. Project Outcomes

7.3.1. 2015 Rugby World Cup

The ‘Economic Impact of Rugby World Cup 2015’ report produced by Ernst and Young (EY) concluded the following

• The economic output of the World Cup in Gloucester amounted to £24.4M.
• £12M Gross Value Added
• 400 jobs created

EY have estimated the impact of the RWC 2015 to the economy through direct, indirect and induced contributions which are incremental to hosting the tournament. The values that are estimated represent the benefits solely attributable to RWC 2015 and would not have occurred if the event had taken place elsewhere.

Figure 7-1 provides a summary of the impact categories

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The key measures included within the economic impact assessment are the additional ‘outputs’ generated (this is equal to expenditure) and the value that this additional output delivers to the economy as a whole. The report however does not confirm the contribution of the transport network in delivering the outputs presented in Table 7-1.

Table 7-1 provides a breakdown of outputs

**Table 7-1 Outputs of 2015 Rugby World Cup in Gloucester**

<table>
<thead>
<tr>
<th>Breakdown of Output</th>
<th>Expenditure (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism Spend</td>
<td>14.6</td>
</tr>
<tr>
<td>Indirect Output</td>
<td>5.1</td>
</tr>
<tr>
<td>Induced Output</td>
<td>4.7</td>
</tr>
<tr>
<td><strong>Total Output</strong></td>
<td><strong>24.4</strong></td>
</tr>
</tbody>
</table>

The performance of Gloucester’s transport network as a host city was discussed during a debrief workshop held on the 27th October 2015. Figure 7-2 provides a summary of findings per mode:

**Figure 7-2 2015 Rugby World Cup - Findings per Mode**
### Train

| ✅ Despite negative publicity nationally on rail service punctuality and capacity, rail routes through Gloucester were generally free from major issues |
| ✅ There was some criticism of TRACME from stakeholders in terms of there being last minute updates. i.e. the day before a match, which showed a significant increase in modal split in favour of train travel |
| ✅ It was considered that TRACME underestimated where spectators were travelling from, particularly from smaller rail stations (e.g. Kemble and Stonehouse); |
| ✅ British Transport Police considered the transport management to have performed well overall although they noted that train service capacity was not sufficiently enhanced to meet demand and that Gloucester station would have benefitted from additional railway personnel. |

### Bus Park and Ride

| ✅ This was considered to have performed well during the matches, although some spectators arrived at the Park and Ride sites before services commenced; |
| ✅ Stagecoach were highly complimented on their positive actions in planning additional bus services, as well as being dynamic and responsive on match days |
| ✅ Car parking capacity caused a few issues at Waterwells and, in hindsight, it might have been advantageous to make the decision in advance to close Waterwells to the general public during the periods of high demand |
The experience gained from the delivery of the RWC 2015 matches in Gloucester will help inform future event planning in Gloucester as well as the wider county. Based on monitoring data and observations from stakeholders, transport was regarded to have performed well in Gloucester. Key legacy points include:

- Maximising travel key messaging and real time communications – Great Western Rail (GWR) will strengthen their key messaging for future events to manage passenger expectations. Managing travel audience expectations is a key part of Travel Demand Management; and
- Maximising the use of new messaging channels - The use of Skype messaging for match day control and command operations worked very effectively for real time communications between stakeholders. The use of this media should be developed further for both stakeholder and general public use.

Sarah Fish from Atkins commented on the success of the project in the Thinktravel Evaluation Survey:

"Key success factor was being able to support the successful delivery of 4 Rugby World Cup 2015 match games in Gloucester, highlighting Gloucester’s ability to host event’s on the world stage. Whilst other venues hosting the Games suffered from poor press due to transport issues, the experience of Kingsholm was markedly different. Reputationally, the successful delivery of the Games in the local area will only serve to enhance Gloucester’s reputation as a venue for tourism and economic activity, hopefully encouraging further investment and events in the area."
7.3.2. CIC Toolkit

During FY 2015/16, the CIC was employed to deliver sustainable travel events and to provide specialist travel support. The group has been responsible for delivering a large number of community and consultation events during this period and have therefore led individuals to develop their skills and knowledge in transport consultation, which has been an asset for the Thinktravel programme over several years. This resource will then be available for future work of its kind in Gloucestershire. This highlights how one project can have a wider legacy impact, along with social and economic benefits, than the initial project itself.

7.3.3. Parish Lift

The main output of the Parish Lift project has been to fill a gap in terms of transport connectivity for isolated rural villages where public transport is absent or unavailable.

The project outputs include:

- 22 new members who have been granted access across all parishes registered on the system (with 17 registering journeys). 6 of these are from the new cluster and 16 are from the west Cotswolds cluster.

- However, having attended a number of fetes and summer events, the project team has collected in the region of 80 potential members alone for the Severn Estuary area. The project team are currently inputting these potential members into the system and matching members.

- The project team are currently launching the Parish Lift Card and Parish Windscreen Disc in Shipton.

- Due to the promotional work undertaken as part of the Parish Lift project, there is the potential that additional informal sharing has increased however, this is difficult to monitor directly.
8. Personalised Travel Planning

8.1. Introduction

8.1.1. Cheltenham and Gloucester PTP

Personalised Travel Planning (PTP) is a tool which provides tailored travel advice using a door to door delivery mechanism. Through tailored advice and information provision, individuals are encouraged to consider their travel behaviour and adopt more sustainable travel modes. PTP projects use specially trained travel advisors to visit households and provide them with items such as timetables, local information, tailored journey plans, as well as advice that is specific to them. This brings a range of benefits for both the individuals as well as local communities, including:

- Improved individual health through increased use of active travel modes;
- Greater use of public transport;
- More use of local services, amenities and facilities by residents; and
- Encouraging walking and cycling.

The PTP programmes formed the majority of the 2012-2015 Thinktravel Smarter Choices programme bid to DfT and therefore accounted for the majority of the project work carried out under the banner of Thinktravel between 2012/2015. To determine which areas had the best propensity to change, a market segmentation exercise was carried out using the following methodology outlined in Figure 8-1.

Figure 8-1 PTP Methodology
8.1.2. Travel Planning – Legal Agreement

As mentioned within Section 2.5 Planning-led Travel Plans are secured by GCC by Legal Agreement for developments seeking planning agreement above the thresholds identified in Gloucestershire’s Travel Planning Guidance for developers. The model used for PTP at Barnwood, Homelands and Kennel Lane involved GCC taking on full responsibility for Residential Travel Plan delivery which GCC contracted out to Atkins.

8.2. Project Delivery

8.2.1. Cheltenham and Gloucester PTP

PTP was undertaken in Cheltenham during spring and summer 2013 and aimed to target a minimum of 20,000 households and achieve 8% modal shift. Travel advisors were trained to engage with households to discuss travel options with each resident and provide a range of relevant Thinktravel branded resources. Surveys were conducted before and after the residential PTP was undertaken to understand any changes in travel behaviour being made as a result of the project.

The methodology for PTP in Gloucester and Tewkesbury Borough focused on avoiding a blanket approach. Instead the project team carefully created bespoke messages according to the transport challenges and social profile of each neighbourhood. They also used neighbourhood ‘motivators’ such as road work disruptions or bus corridor/frequency improvements as different ways of engaging with each neighbourhood. The Gloucester City and Tewkesbury Borough PTP programme aimed to support the LSTF objectives of economic regeneration and reducing traffic congestion and carbon emissions by:

- Reducing traffic in urban centres;
- Increasing walking, cycling and public transport use;
- Stimulating town centre retail activity;
- Supporting major regeneration schemes; and
- Stimulating behaviour change within new developments.

The team also engaged with the public by promoting the Thinktravel Programme through various community events and setting up Thinktravel stands at supermarkets. The context of the engagements with shoppers was mainly to promote bus routes and provide travel solutions. It was also to address and take note of any concerns the public had regarding public transportation.

8.3. Project Outcomes

8.3.1. Cheltenham PTP

The key outcomes and achievements of PTP taking place in Cheltenham were as follows:

- 28,447 households were targeted. Of these:
- 14,049 were engaged by the Thinktravel team in a face to face conversation. Within this group:
- 7,121 were engaged as Participants in Thinktravel, having spoken with a Travel Advisor (TA) and received a tailored travel pack; and
- 6,928 households were also engaged in conversation by a TA, became aware of the Thinktravel programme but did not request a tailored pack of travel information.
10,494 residents who did not speak to a TA received a flyer inviting them to request travel information such as bus timetables, or a cycle map.

883 (12%) Participants took part in a Customer Satisfaction survey telephone call and 98% scored the service they received as ‘Very Good’.

As part of the Customer Satisfaction Survey the following finders were identified:

- 35% of respondents stated they had or intended to change their travel behaviour following the TA’s visit and receipt of information. Of this group, 17% had already changed their travel behaviour.
- Among those who reported a change in their travel behaviour, increased walking was the most frequently cited shift, followed by increases in bus use and cycling.

A before and after survey was undertaken with a panel of 140 participants the following findings for weekday and weekend before and after mode shares are summarised below:

- On weekdays, there was an 11 percentage point reduction in car mode share and a 10 percentage point increase in sustainable mode share.
- On weekends, there was a 9 percentage point reduction in car mode share and a 12 percentage point increase in sustainable mode share.
- On both weekdays and weekends, car passenger mode share increased suggesting a shift amongst car users towards car-sharing.

Extrapolating from the baseline and follow-up surveys, it is possible to suggest that PTP participants in Cheltenham may be collectively reducing their car trips:

- On weekdays by 258,800 one-way journeys; and
- On weekends by 97,000 one-way journeys.

When combined throughout the whole week, PTP participants in Cheltenham may be making up to 356,000 fewer car journeys every year. The best-case scenario suggests that for every pound spent on the project, a one-way car trip has been removed from the roads.4

John Geelan of Steer Davies Gleave noted the legacy of the PTP activities within the Thinktravel Evaluation Survey.

“Eight out of 13 eligible members of the Travel Adviser (TA) team successfully completed the Steer Davies Gleave (SDG) accreditation for PTP. The accreditation scheme is an SDG initiative to motivate staff to perform to the highest standards and provide a record of their achievements and skills development to help improve future employability. The two Office Assistants were also accredited for their work in the project office. Ten team members expressed interest in taking part in a CV clinic and received assistance with their CV from a member of the SDG Learning and Staff Development team. Their CVs were reviewed individually, with suggestions made on improvements, and the offer to discuss any queries with the member of staff on a 1:1 basis. Other legacy activities were undertaken by the Thinktravel project primarily to secure buy-in from stakeholders to continue to promote and develop sustainable travel initiatives in Cheltenham.”

8.3.2. Gloucester and Tewkesbury Borough PTP

The key outcomes and achievements of PTP taking place in Gloucester and Tewkesbury were as follows:

4 Further information on mode shift calculations can be found within ‘Cheltenham PTP 2013 Executive Summary’ produced by Steer Davies Gleave.
The PTP made contact with 29,579 households, exceeding the minimum 24,000 homes requested by GCC (23% over target);

The PTP engaged with 10,369 households (5-minute interview, detailed visits, evaluation visits and community events), exceeding the 6,000 requested by GCC (72% over target);

**The PTP has achieved 7% modal shift globally across all participating areas** (not meeting the GCC target, however this changes to 10% with the inclusion of detailed visits);

Households which received a 15-minute detailed visit in the middle of the process achieved a **10% reduction in single occupancy car trips**, principally due to the heightened level of awareness and bespoke advice given;

Advisors attended 34 events between March 2014 and January 2015, during which we engaged individually with 846 people;

In terms of value for money, the total project cost equates to £14.03 per household, per single contact. If we exclude the cost of collateral and other incentives and non-delivery costs, the cost per attempted visit is £6.37 per household. However, if this assessed against successful engagements only the unit price becomes £18.17, which is in parity with DfT’s average PTP price per household rate which is between £20 and £30.

The PTP activities undertaken in Gloucester & Tewkesbury are anticipated to create numerous legacy benefits. The established steering group has now provided a successful structure and relationship which can be replicated for future PTP interventions. The advisors used for PTP now have the skills and experience to successfully work in the customer service and hospitality sector. The PTP exercise has also created an up-to-date project household database that can be used for future PTP projects.

### 8.3.3. Travel Planning – Legal Agreement

At the **Barnwood Park site**, PTP was delivered to residents at this occupied site over a five year period (2010-2014), using funds secured through a planning legal agreement.

Key outputs/outcomes of the project were:

- Four rounds of PTP (at doorstep engagement) with residents, using the Barnwood travel guide
- 20% response rate by residents to travel surveys
- The periodic distribution of a residents’ travel newsletter
- A reduction in Single Occupancy Vehicle mode share from 72% in 2010 to 62% in 2014 (all journey purposes). However, the mode share of walking has fallen from 16% in 2010 to 4% in 2014 and bus mode share from 27% in 2012 to 18% in 2014

At the **Homelands site**, PTP was delivered to residents at this site in the process of undergoing occupation over a five year period (2010-2014), using funds secured through a planning legal agreement.

Key outputs/outcomes of the project were:

- Four rounds of PTP (at doorstep engagement) with residents, using the Homelands travel guide
- Of the 190 households visited by PTP advisers, 50 households engaged in a PTP conversation and 140 received travel information through their letterbox
At the Kennel Lane site, PTP was delivered to residents at this site over a five year period (2013-2017), using funds secured through a planning legal agreement (Wilson Bowden Homes (WBH) with shared responsibility for Travel Planning delivery between Gloucestershire CC/ Atkins and WBH.

Key outputs/ outcomes of the project were:

- Over the four years of PTP delivery, an average of 60% of the 130 households engaged in conversations;
- Bus or bike incentives were offered to all initial residents in years 1 and 2 of the project; and
- The target in Wilson Bowden Homes (WBH’s) Travel Plan at planning application stage identified a Single Occupancy Vehicle (SOV) mode share target of 63%. The 2015 residents’ travel survey identified a SOV share of 71%. WBH is therefore required in line with their residential travel planning coordinator role to implement a more intensive package of travel planning measures in future years.
9. **Station Travel Plans**

9.1. **Introduction**

Within the Thinktravel Smarter Choices programme between 2015/2016, three Sustainable Transport Gateways were identified which are key to promoting sustainable travel to and from the Growth Zones identified within the Strategic Economic Plan. The gateways were chosen due to their high passenger footfall, their role as key access hubs to employment opportunities in the Growth Zone, and station masterplanning opportunities. In addition, these three gateways were deemed to be pivotal to Gloucestershire’s future economy and were vital to the successful movement of spectators during the Rugby World Cup in 2015. The three gateways identified were Gloucester, Cheltenham and Lydney. A key initiative for each gateway was to develop a Station Travel Plan (STP).

**Gloucester Bus and Rail station**

A station travel plan at Gloucester Bus and Rail Station was an integral tool to encourage and support visitors to the Rugby World Cup to travel to and from the events sustainably, e.g. by walking to the nearby Kingsholm Stadium, the Fan Zone in the Docks or the other many attractions Gloucester has to offer. To create a sustainable travel legacy, the station travel plan included an Event Management Plan for the Rugby World Cup which ensured that measures to facilitate large events were in place and set out targets over the following five years to increase sustainable mode access to the station.

**Cheltenham Spa Railway Station**

Cheltenham Spa is the busiest station in Gloucestershire and one of the busiest in the South West of England. Like Gloucester, the station was central to facilitate the movements of visitors to the 2015 Rugby World Cup. The event management strategy has also been implemented to facilitate the annual Cheltenham Races event, as well as the Jazz, Literature and Music festivals.

**Lydney Station**

Lydney station has a strategically important role to play in connecting regeneration areas in the Forest of Dean to the Growth Zone identified in the SEP. On page 52 the SEP suggests a potential market failure because of congestion due to the overdependence of private car trips on the A40 corridor feeding the M5 Growth Zone. An increase of people travelling from Lydney station to the Growth Zone would significantly alleviate this situation, not least during the time of the Rugby World Cup.

The STPs have assisted in achieving specific growth aspirations for Gloucester, Cheltenham and Lydney as set out in the SEP. STP initiatives have focused on how people choose to get to and from the station and promoting alternative means of travel to driving on their own to the station e.g. walking, cycling, bus, taxi and car share. There is an emphasis for the STPs to improve local ‘end to end’ transport networks to support both tourism and leisure, as well as the ongoing needs of business users and commuters, to unlock the economic potential of the local area.

9.2. **Project Delivery**

As part of the delivery process for the STPs, issues and opportunities were identified across the three gateways. Key drivers for developing the STP for Cheltenham Spa are focused around the following four areas:
Thinktravel Smarter Choices Evaluation

- Opportunity to build upon the current programme of STP improvements, to bring Cheltenham Spa in line with its regional status, strategic location, patronage, and rail service provision;
- Issues with car park capacity and overspill parking;
- Projected Growth in Rail Patronage; and
- Conflicts between modes in the station forecourt, particularly cars and pedestrians

Key drivers for developing the STP for Gloucester were based around the four following key areas

- The opportunity to integrate improvements with the King’s Quarter redevelopment (including a new bus station), and address issues of poor pedestrian connectivity to the city centre:
- The station currently offers a poor gateway to the city, and the forecourt layout results in pedestrian and car conflicts:
- Future service improvements, which are likely to increase demand and parking pressure
- Scope to improve access by sustainable modes

Key drivers for developing the STP for Lydney were based around the following key areas

- New housing developments provide an opportunity to create a ‘new norm’ in travel behaviour
- Gateway to the Forest of Dean and a variety of tourist attractions
- World Cup legacy – achieving long lasting sustainable transport
- Car park expansion
- Cycle shelter parking facilities installed at Lydney Station.
- Plans for new cycle route linking Lydney with Park End

9.3. Project Outcomes

The key outcomes for the Station Travel Plan workstream were the development of STPs at Gloucester, Cheltenham Spa and Lydney Railway Stations. Cheltenham Spa Railway Station is now progressing to masterplanning stage. The remainder of the chapter focuses on the proposed outcomes at Cheltenham Spa and Gloucester Railway Stations and future legacy impacts across the STPs.

9.4. Cheltenham Spa Rail Station

Cheltenham Rail Station Phase 1 is due to be implemented from Spring 2018. It includes an integrated station upgrade to the forecourt providing pedestrian and interchange improvements, additional 70 car park spaces, additional 300 cycle parking facilities, improved connectivity to Lansdown Road (A40) for pedestrian and cyclists and access for all improvements.

According to Office of Rail Regulation Data (ORR) for 2014-15, there were 2,038,404 entries and exits at Cheltenham Spa station. The 2015 STP identified the following mode share for journeys to the station.
Table 9-1  Cheltenham Spa Rail Station Mode Share 2014-2015

<table>
<thead>
<tr>
<th></th>
<th>Car Dropped Off</th>
<th>Car driver/passenger</th>
<th>Bus</th>
<th>Cycle (take on train)</th>
<th>Cycle (park at station)</th>
<th>Walk</th>
<th>Other (e.g. taxi)</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 % share</td>
<td>20%</td>
<td>28%</td>
<td>11%</td>
<td>7%</td>
<td>3%</td>
<td>26%</td>
<td>5%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Over the next three years, as part of Thinktravel moving forward, Gloucestershire County Council aim to engage with 20,000 users at Cheltenham Spa. The programme team has targeted a 10% reduction in single occupancy car driver trips to the station.

Using mode data collected during the Station Travel Plan a 10% reduction in single occupancy car trips equates to 113 fewer people driving to the station per day on average, with this transferred to 31 more cycling trips and 82 more walking trips, assuming current proportional splits.

9.4.1. Gloucester Rail Station

According to Office of Rail Regulation Data for 2014-15 there were 1,364,142 entries and exits at Gloucester station. Data in the Gloucester Rail Station Travel Plan (2015) shows the following mode share for journeys to the station:

Table 9-2  Gloucester Rail Station Mode Share 2014-2015

<table>
<thead>
<tr>
<th></th>
<th>Car Dropped Off</th>
<th>Car driver/passenger</th>
<th>Bus</th>
<th>Cycle (take on train)</th>
<th>Cycle (park at station)</th>
<th>Walk</th>
<th>Other (e.g. taxi)</th>
<th>All</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015 % share</td>
<td>25%</td>
<td>18%</td>
<td>14%</td>
<td>5%</td>
<td>3%</td>
<td>33%</td>
<td>2%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Over the next three years, as part of Thinktravel moving forward, Gloucestershire County Council aim to engage with 15,000 users at Gloucester Rail Station. The programme team has targeted a 10% reduction in single occupancy car driver trips to the station. Using mode data collected during the Station Travel Plan a 10% reduction in single occupancy car trips equate to 49 fewer people driving to the station per day on average, with this transferred to 10 more cycling trips and 39 more walking trips, assuming current proportional splits.

9.4.2. STP Legacy

The STPs legacy will be through supporting specific growth aspirations for Cheltenham, Lydney and Gloucester as set out in the SEP. This will be achieved through focusing on promoting the benefits of sustainable transport and reducing the dominance of single occupancy vehicle journeys. This will reduce the pressure on the local network and improve local ‘end to end’ transport networks to support both tourism and leisure, as well as the ongoing needs of business users and commuters, to unlock the economic potential of the local area. In addition, the STP will contribute towards the wider objectives set out in GCC’s Local Transport Plan (2015-2031), to achieve a greener and healthier Gloucestershire and providing good access to services.

Tracy Poole of Atkins in the Thinktravel Evaluation Survey highlighted the legacy of the Cheltenham Spa and Gloucester STP whilst commenting on aspects of the work stream which did not go to plan or where improvements could have been made:

“The STPs for Gloucester and Cheltenham Spa are a legacy of the overall programme as it sets out the schemes required for the station in the short/medium/long timeframes. This can be used when funding sources become available to bid for, and when engaging with GWR.”
It was challenging getting some information from GWR even despite good existing relationships, it was agreed we would include GWR’s Cheltenham Spa Masterplan which was being developed in parallel, but there were some issues with it and it was difficult to get an answer from GWR. Also, the brief had a strong emphasis on the Rugby World cup, but realistically little could be done in time in relation to the STPs.”
10. Sustainable Transport Infrastructure

10.1. Introduction

10.1.1. Capital Infrastructure

A key aspect of the initial 2012/2015 Thinktravel Smarter Choices programme was the regeneration of the centres of Cheltenham and Gloucester, which form the two major urban areas in the programme and Gloucestershire as a county.

The aim of this work stream was to reduce the severance effect of traffic and congestion in Gloucestershire’s urban centres, maximising opportunities to walk, cycle and use public transport. To support this work stream a second initiative focusing on the sustainable transport corridors which link the two main urban centres in the Central Severn Vale was developed.

As the Thinktravel Smarter Choices programme initial phase funding (2012/2015) was split 70:30 (revenue: capital), the two capital scheme elements existed to support the wider smarter travel measures, for example, increasing levels of cycle parking in the centres to cater for demand stimulated by smarter choice measures.

In 2013, a study was commissioned by GCC to identify infrastructure measures along the South Gloucestershire corridor that support and encourage the take up of sustainable transport modes on the corridor, as part of the LSTF programme. The output of the study was a prioritised list of new proposed schemes, with concept proposals and initial cost estimates.

10.1.2. Access to Health Project

The Access to Health project was part of the Sustainable Transport Infrastructure work stream. The project was set up to work with 43 GP practices based within the M5 Growth Zone (primarily within the town of Cheltenham and the city of Gloucester). The Access to Health work stream was set up to ensure that organisations involved with health promotion set a good example and make cycling an appealing and convenient travel option for all those who visit and use their premises. This was expected to be achieved in two ways: firstly, by ensuring that all surgeries have good quality, secure cycle parking, and secondly, by ensuring that clinical staff understand the many health benefits of cycling and actively encourage their staff and patients to consider cycling as a form of transport or as a leisure activity.

10.2. Project Delivery

10.2.1. Access to Health Project

After a tendering exercise in October 2016, the independent transport consultancy ParkThatBike based in Gloucestershire, was chosen to manage the Access to Health project. ParkThatBike’s role was to:

- Contact all 43 practices by post, email and telephone to make them aware of the scheme.
- Develop and deliver a presentation to the senior managers to introduce the scheme and ask for support.
- Arrange to visit every surgery to assess existing cycle parking and to recommend improvements.
- Supply every practice with a leaflet display containing local cycle maps, Thinktravel literature, and 100 copies of the Bike Healthy booklet.
- Supply those surgeries that need additional or improved cycle parking with a number of Sheffield stands. The stands would be free of charge: the practice would meet the cost of installation.
Where applicable, recommend a local contractor capable of installing the stands correctly and at a reasonable cost.

Identify one practice to serve as a case study.

In addition, ParkThatBike was asked to find two surgeries where the management and staff were particularly enthusiastic about cycling, and were willing to allow Life Cycle UK (a Bristol-based cycling charity) to run several events on their premises that would promote cycling and offer people the chance to ask questions, have their bikes checked or to borrow a bike if necessary, to receive cycle skills training, and to join guided cycle rides. This would be offered by Life Cycle UK under the banner “Prescription: Cycling!”.

10.3. Project Outputs

10.3.1. Capital Infrastructure

Specific improvements which have been delivered in Cheltenham town centre include:

- Improved pedestrian and cycling wayfinding;
- Installation of 28 new public cycle stands; and
- Public realm improvements on the Promenade in Cheltenham.

Improvements which have been delivered in Gloucester have included:

- Improved pedestrian and cycling wayfinding;
- Installation of new cycle stands;
- Gloucester City Centre Access Control (installation of automated bollards); and
- Bus stop improvements along Abbeymead Avenue, Metz Way and Bristol Road.

The Thinktravel Smarter Choices programme has also implemented design measures and appropriate signing to make it safer and easier to walk and cycle. The programme has supported the extension of the 20mph zone at Southgate Street to the junction of the A430 (St Anne’s Way). As well as implementation of other improvements including consideration of crossing points for improved pedestrian movement, footway build-outs to aid pedestrian lines of sight and improved walking surfaces and removal of street clutter.

New cycling wayfinding signs were introduced throughout Cheltenham and Gloucester to make it easier for people to navigate when cycling. The new signs showed the approximate time it would take to cycle, rather than the distance, as for non-cyclists or beginners, this allowed more transparency and certainty in terms of how long it would be likely to take to reach a particular destination.

An additional 10 electric vehicle charging points were installed under the Thinktravel Smarter Choices programme, in addition to those installed as part of the Business Travel Grant programme. The chargers are a mixture of fast and rapid chargers to provide a different range of charging solutions dependent upon location and likely type of use. The rapid chargers are part of the Source West network, funded by the Office for Low Emission Vehicles (OLEV). Four of the chargers introduced are rapid chargers located at Cheltenham Chase Hotel, Compass Holidays, The Wharf House in Gloucester and Hanleys Farm Shop in Tidenham. The six fast chargers are located at Cheltenham Town Centre East, Regents Arcade, Arle Court Park and Ride and Montpellier Street in Cheltenham and at Eastgate Street car park and Westgate Street car park in Gloucester.

A full list of capital schemes using LSTF funding can be found within Appendix B.
10.3.2. Access to Health - Cycle Parking and Thinktravel Survey

ParkThatBike successfully provided 152 free cycle stands for businesses and community organisations countywide in FY2015/16. An e-mail survey was sent to all the practices at the beginning of May. The aim was to assess the effectiveness of the cycle parking provided, and the popularity and usefulness of the Thinktravel materials. Practice managers have busy schedules with many competing demands on their time. The survey was therefore kept short and concise so that it would be quick and easy to complete. The questions asked and the 16 responses received are shown in Figure 10-1

**Figure 10-1  Access to Health - Survey Findings**

In regards to the Thinktravel leaflet display, 15 of the 16 respondents received a leaflet display. The Bike Healthy book and Gloucester Cycle Map were found to be the most popular resources on display followed by the Cheltenham Cycle Map and the Cycle Guide. No respondents identified the Thinktravel Business Card or the Cheltenham Active Travel Map as the most popular item in the display.
10.3.3. “Prescription: Cycling” Project

Life Cycle put together a small team to run the “Prescription: Cycling!” project. It comprised a co-ordinator and two Bikeability-trained instructors. The Life Cycle team began by aiming to raise awareness of the project. 250 flyers, posters and information sheets were produced and the team was also equipped with supplies of Thinktravel literature. Literature was distributed in the communities surrounding the surgeries. Practice Managers also agreed to give a supply of materials to their GPs and practice nurses and to alert colleagues to the project at team meetings.

The information stalls in the waiting rooms resulted in 140 people being engaged in conversation, their experience of and attitudes towards cycling being discussed, and being given relevant information. Nine people said that they wanted to participate in the project and completed Life Cycle’s registration form. The majority of people engaged by the Life Cycle team, and all nine who registered, were women of working age. Their motivations were evenly split between wanting to cycle to work or into town, and to cycle for health and fitness reasons. A small minority were interested in cycling so that they could ride with their children.

Participants were offered 48 hours of training (24 at each surgery) spread over 11 days between 27th February and 7th April. Of the nine that registered, five progressed to booking cycle training sessions, each receiving three hours of training. Training involved an initial assessment of each person’s existing cycle skills followed by a practical session on local roads, tailored to the individual’s degree of skill and confidence. For some participants, their training sessions were a way of learning and practising a route that they were planning to use regularly. Both surgeries were provided with loan bikes for the duration of the project and Life Cycle donated two refurbished bikes (one to each surgery) at the end of the project.

Training: before and after survey results

On registering:

- 45% of participants did not currently own a bicycle.
- 67% described themselves as beginner level cyclists, 22% as intermediate and 11% as advanced level cyclists.
- 100% said they spent 0 hours cycling per week (and 0 distance).
- 89% said they normally travelled to their GP surgery by car and 11% by bus.

At the end of the project:

- 50% of participants said they were already aware of Think Travel resources and 100% that they would be most likely to use the local cycle maps.
- All participants who did not currently have a bike said they would seriously consider getting one.
- Since getting involved with the project the average time participants now spent cycling per week was 30 minutes and the average distance 4 miles.
- 100% of participants said that the cycle training had had a positive impact on enabling them to cycle for transport.
- 78% said over the following 3-6 months they would be likely to consider cycling or short trips of under 2 miles and 22% that they would possibly consider this.
- 100% said that the cycle training had helped them feel safer and more confident on roads.
- 100% said they felt that the project had made a positive impact on feeling fitter and healthier and on their well-being.
100% said they felt that they had learned a new skill.

100% identified the project as very good or excellent.

Figure 10-2 presents feedback and lessons learnt from the project.

**Figure 10-2  Prescription: Cycling Project - Feedback and Lessons Learnt**

**Feedback**

- “I have been inspired to get cycling and am intending to cycle to and from the surgery in the summer months and encourage others to do so. I have learned a new route along the canal which I never knew existed.”
- “The patients at our practice have only just got warmed up to this idea and a future project like this will encourage more people to come forward and change their habits. I look forward to more input and also hope more is done locally.”
- “I just wanted to say a big thank to Heather, Polly and John [Life Cycle team]. I am so happy I can ride a bike now and have some knowledge on how to ride on roads. If you have any lessons on how to ride on road in the future please do let me know.”

**Lessons Learnt**

- From the discussions with patients Life Cycle found that there was a significant disparity between the number of men and women interested in cycling.
- Women were the most interested and keenest to ride but also the most nervous about getting on a bike.
- Many cited traffic on roads as a barrier to wanting to engage with cycling.
- Many people were deterred by the time of year (dark evenings, cold or wet weather)
- Many respondents said they would be more likely to consider cycling in the summer months.
- Achieving rapid results in a new community is challenging.
- In Life Cycle’s experience it takes time to get established, raise awareness and achieve take-up.
- Working within medical practices was a further challenge. Practice Managers at both surgeries were happy to get involved however, staff had minimal time to promote the project.
- The majority registrations came from people engaged in the surgery waiting rooms by the Life Cycle team, or from those who had seen a poster.
- Only one participant stating that her GP had recommended the initiative to her. Life Cycle did not have direct access to GPs.
Case study: Quedgeley Medical Centre

Mamta Chada, one of the new partners at Quedgeley Medical Centre, is both a GP and is currently acting as practice manager. She and her husband, a fellow GP, are keen to re-establish the practice as a centre of excellence in the provision of healthcare for the local community. They are investing in improving the quality of services they offer and in improving the building and its environs. The medical centre are particularly keen to promote physical activity and recognised the many benefits.

Mrs Chada welcomed the cycle parking survey and was happy to act upon ParkThatBike’s recommendations. The survey was a quick and easy process: the building currently had nothing in the way of cycle parking, despite this, we were told by reception staff that a number of patients and visitors arrive by bike, especially during the summer months. It was immediately clear that the provision of secure cycle parking in convenient locations would make life easier for everyone.

An information display was provided and set up in the surgery’s waiting room. It was stocked with cycle maps, copies of the Bike Healthy book and various Thinktravel materials. The practice was also keen to take up the offer of a package of cycle promotion activities from Life Cycle UK Heather Pugh, Inclusive Cycling Co-ordinator, made contact and a series of cycle training sessions and guided bike rides was arranged.

Quedgeley Medical Centre is easy to reach by bike and cyclists. The centre now has secure, easy to access cycle parking. The photograph above shows several members of the practice team in front of their new cycle stands. Many of the staff are enthusiastic about cycling and understand its potential to improve health and well-being. The Quedgeley area is compact, with level terrain, many quiet roads and a growing network of cycle routes. It is reasonable to expect a steady increase in levels of cycle use over the next few years.
11. Travel Plan Stream

11.1. Introduction

GCC recognises that new development provides an excellent opportunity to create and fund the promotion of sustainable travel practices to new residents or businesses before established journey patterns can be embedded. A key element of applying Thinktravel initiatives and incentives is in targeting people at different life stages as new habits are formed. These include changing schools or jobs and moving house. Travel Plans that frame these junctures in people’s lives can aid changes in travel behaviour. The priorities for delivering Thinktravel initiatives include: ongoing support for Thinktravel branding, Personalised Travel Plans for new developments, Personalised Travel Plans for key corridors, Workplace Travel Plans and School Travel Plans. These initiatives form part of Gloucestershire’s Thinktravel smarter choices strategy, a policy document.

Nationally, Workplace Travel Planning has demonstrated single occupancy car mode share reduction for commuting journeys in the region of 14% when combined with car parking management and in the region of 7% to 9% for incentives-based Travel Plans with less intensive car park management. Gloucestershire has not yet seen voluntary employer travel plans demonstrate this reduction in mode share, put the propensity for mode shift has been reflected in baseline data for workplace engagement 2016/17.

11.2. Project Delivery

Employer Travel Plans were developed and delivered for employers based at the Barnwood Business Park Campus in the 2012/3013 LSTF year. The Travel Plan targets multiple employers on the Campus to deliver a joint travel planning approach which aimed to encourage employees and visitors to use sustainable modes of transport and to reduce peak period congestion. Travel Plans were also produced for organisations outside of business park.

The following organisations were provided with a Travel Plan as part of the Thinktravel programme:

- Cheltenham Borough Homes Travel Plan
- EDF Energy Travel Plan
- Gloucestershire Constabulary
- Gfirst LEP
- Gloucester High School for Girls
- Gloucestershire Hospitals NHS Foundation
- Pure Offices
- Shire Hall Complex
- UCAS
- University of Gloucestershire
12. Project Governance and Delivery

12.1. Introduction

This section sets out the overall governance and delivery process of the programme and reports on how effectively this was carried out. Evidence has been taken from the Thinktravel Smarter Choices Internal survey completed by GCC officers and the Thinktravel Smarter Choices External survey completed by consultants and delivery partners.

12.2. Management

The delivery of the Thinktravel Smarter Choices programme has been overseen by GCC’s transport planning team and was scrutinised through the LSTF Project Board. Overall responsibility for the programme stood with a dedicated Thinktravel Programme Manager who coordinated the delivery of the package within the Council and with the relevant consultants, businesses, schools and delivery partners.

Individual project managers were also assigned to each of the projects to work with the appropriate delivery partners and report back to the Gloucestershire LSTF Project Board.

To ensure delivery within the timescales required by the Department for Transport, specific elements of the programme were outsourced to a range of suppliers which have included:

- **Atkins** - The team at Atkins were heavily involved in the programme and led on (or contributed) numerous projects across the work streams including the Community Engagement work stream where the Atkins team helped support the successful delivery of the 2015 Rugby World Cup in Gloucester. Atkins had a good working relationship with the GCC officers which helped to deliver successful outputs across the programme.

- **Harris Ethical** - The team at Harris Ethical were heavily involved in the programme and led on (or contributed) numerous projects across the work streams including the Parish Lift Project and the Journey to Jobs project as part of the Access to Employment and Opportunities work stream. Harris Ethical were pleased to state that they received excellent support and help from GCC officers.

- **Go Travel Solutions** – The team at Go Travel Solutions were heavily involved in the programme and led on (or contributed) numerous projects across the work streams such as PTP in Cheltenham and Gloucester and Travel Planning through legal agreement. The team felt welcomed by the project delivery team although there were some issues related to the promotion of the new brand by the GCC communications team.

- **Steer Davies Gleave** – The team at Steer Davies Gleave were involved in the Business Engagement work stream. The team delivered workplace engagement and travel planning advice in Stroud and the Cotswolds.

- **Sustrans** – The team at Sustrans were involved in the School Engagement work stream including leading on the delivery of the Bikeability project and sustainable travel accreditation and recognition scheme for schools. The Project Officer from Sustrans for the most part of the project felt well received by the GCC team and was provided with support, information and felt fully integrated as part of a team.

- **Systra** – Involved in the PTP work stream focusing on one-to-one independent travel training for those not in education, employment or training (NEET), or at risk of becoming NEET. The team at Systra generally found it very positive when working with the team at GCC particularly when working with Sarah Williams and Orlagh Stoner.
• **ParkThatBike** – The consultancy delivered elements of the Sustainable Transport Infrastructure work stream, particularly the Access to Health project.

### 12.3. Spend

As detailed in Chapter One, GCC was awarded £6.369 million across three funding rounds for the Thinktravel Smarter Choices programme by the DfT. With local contribution, the total project budget was £13,326,345. Table 12-1 shows a comparison of the proposed spend against actual spend, and split by DfT funding and capital/revenue local contribution.

| Table 12-1  Thinktravel - Proposed v Actual Spend |
|-------------|-----------------|-----------------|
| Funding Sources | Proposed (£) | Actual (£) |
| 2012/2015 | | |
| DfT Revenue | £3,226,000 | |
| DfT Capital | £1,743,000 | |
| Local Contributions | £11,620,000 | |
| 2015/2016 | | |
| DfT Revenue | £920,000 | |
| Local Contributions | £203,845 | |
| 2016/2017 | | |
| DfT Revenue | £480,000 | |
| Local Contributions | £102,500 | |

### 12.4. Lessons Learnt

Lessons learnt and general comments relating to governance and delivery of the programme have been identified through the Internal Thinktravel Smarter Choices Survey. The findings of the internal survey are presented in Table 12-2

<p>| Table 12-2  Lessons Learnt - Internal View |
|----------------|----------------------------------------|
| GCC Officer | What was the impact of local governance of the project and delivery? |
| Alan Bently | On occasions, it could be very effective, however it was inhibited by the rather artificial split between the commissioning strategic infrastructure team where the team was located and the delivery team in integrated transport which was formally its host. This led to some confusion at times, and on reflection I believe it would have been better firmly positioned in a delivery context. There were a number of occasions where the host team were unaware of what was happening in the LSTF and indeed where initiatives were not effectively enough communicated to elected members. |</p>
<table>
<thead>
<tr>
<th>Name</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orlagh Stoner</td>
<td>Certainly, in LSTF2 &amp; STTY there was little local governance and so it did not impact on the delivery of projects.</td>
</tr>
<tr>
<td>Phil Cameron</td>
<td>I feel Atkins colleagues and GCC had a good working relationship which helped deliver the outcomes that were required.</td>
</tr>
<tr>
<td>Sarah Williams</td>
<td>There was not enough senior officer support and direction available to ensure corporate aims were met by all departments across the authority. The project team was under resourced. The delivery period of the STTY was too short and over committed.</td>
</tr>
<tr>
<td>Tom Evans</td>
<td>I found the project governance and delivery to be restrictive.</td>
</tr>
</tbody>
</table>
13. Summary and Next Steps

13.1. Introduction

This chapter summarises the lessons learnt for each scheme element and the project as a whole. In addition, this section answers the questions posed to external and internal stakeholders, particularly focusing on the impact of the project.

13.2. Lessons Learnt

Table 13-1 sets out lessons that can be learnt from this project and applied to future projects of this nature. The lessons learnt have been primarily taken from the internal and external Thinktravel Smarter Choices Evaluation Survey.

<table>
<thead>
<tr>
<th>Lessons Learnt</th>
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</thead>
<tbody>
<tr>
<td><strong>Access to Employment and Opportunities</strong></td>
</tr>
<tr>
<td>• In terms of the PTP aspect it would be better in future similar projects to work more closely with the Job Centres to book individuals or small groups in for PTP sessions it would also be important to gain further buy-in the staff at the Job Centres.</td>
</tr>
<tr>
<td>• Based on the feedback from a number of partners, the stand/information desk was very effective as the Travel Advisor experienced more engagements, the structure of the day meant job seekers and key workers could approach and experience mini briefing sessions in their own time without having to commit to a specific date and time for training.</td>
</tr>
<tr>
<td><strong>School Engagement</strong></td>
</tr>
<tr>
<td>• The project team at Sustrans felt the key lessons learnt were that regular meetings were required with the key funders of the project to update them on progress and to engage them more fully and;</td>
</tr>
<tr>
<td>• Better collaboration between other stakeholders within and outside of GCC with regard to joined up working, sharing of information and resources. The use of a wider range of communication channels and tools to increase engagement with target audience e.g. - use of social media would have been beneficial.</td>
</tr>
<tr>
<td><strong>Business Engagement</strong></td>
</tr>
<tr>
<td>• A key lesson for business engagement has been the ability to promote the Thinktravel programme more so that people were aware before being contacted by the team. Also, engagement and endorsement by the LEP would have been likely to have a significant positive impact on the delivery.</td>
</tr>
<tr>
<td>• To engage with businesses, promotion prior to the event is also key. It is ideal if something can be placed on the staff intranet system, posters around the building, emails to staff etc. It is also important to maintain a good relationship with the business contact, respond to their emails, be helpful with any issues etc.</td>
</tr>
<tr>
<td><strong>Community and Events</strong></td>
</tr>
<tr>
<td>• Key lessons learnt from the 2015 Rugby World Cup include the importance of stakeholder collaborative working from the outset of the planning stage. The Transport Working Group was critical to the successful development and implementation of the VTOP. The importance of cooperation and</td>
</tr>
</tbody>
</table>
joint delivery between transport operators - Bus access (estimated to have accounted for 9% of spectator mode share) operated very well due to the excellent relationship developed between Gloucester Rugby and Stagecoach.

- In terms of the CIC Toolkit, the project could have been improved if the team had secured stronger commitment from TOCs earlier on in the process. If not linked to committee obligations, it was difficult to get traction at the early planning stage

### Personalised Travel Planning

- For both projects (Gloucester and Cheltenham) a more robust monitoring process across the two projects would have been beneficial. When using different suppliers, the evaluation / monitoring data for both parties was different and therefore a comparison across programmes was not possible.

- More time on face to face engagement and accessing hard to reach groups would have greater potential for a long-term legacy in behaviour change.

### Station Travel Plans

- The budget should have included two stakeholder workshops rather than just the one.

- The brief was very focused on equality act, meaning the audit focus was more towards walking, whereas a stronger focus on cycling in the brief would have given more balance (but would have required more budget).

### Sustainable Transport Infrastructure

- No lessons learnt identified through engagement with GCC officers.

### Travel Planning

- No lessons learnt identified through engagement with GCC officers.

### 13.3. Impact of the Project

The questions set out below were included within the Internal Thinktravel Smarter Choices Evaluation Survey. The following section presents the findings from the survey:

**Did the smarter choices programme have an impact on travel behaviour in Gloucestershire? If so, what was the impact? Where was it most felt (e.g. geographical)?**

There was a consensus that the greatest impact was felt where resources were largely focused, particularly in the urban areas of Cheltenham and Gloucester. Orlagh Stoner the current Project Manager for the Thinktravel Smarter Choices programme outlines the projects and the locations which delivered the greatest impact:

"Resources were most concentrated in the M5 Growth Zone, the impact was mainly in this part of the county, Cheltenham, Gloucester & Tewkesbury. In terms of impact on behaviour change and modal shift, then PTP and long-term School Travel Planning has demonstrated the greatest impact. There were other successful projects, such as Access to Opportunities/Journeys to Jobs that had an impact in terms of Access to Employment, Training & Skills that was equally successful, but didn’t impact on mode shift. Community engagement was extremely well received and the development of the CIC Thinktravel"
Toolkit, Parish Lift Pack also had reached many diverse communities and organisations. However, it’s difficult to quantify its impact.

Was the approach to data collection the right one?

Of the five GCC officers who responded to the survey, 3 officers felt the data collection method was the correct approach. Sarah Williams felt that there was a lack of consistency across work streams which resulted in comparing the work streams difficult.

“Although we strove for continuity, individual program leads were keen to tailor surveys making analysis across projects hard to compare. Proposed targets were not always relevant to the target group either, such as workplace engagement where the project struggled to get buy in from businesses and previous contacts felt they did not need further assistance.”

Phil Cameron who was involved in the delivery of the World Cup felt that data collection relating to the work steam ‘Community and Events’ was appropriate.

“Yes - I feel the help we had from the team developed travel options for people attending Rugby World Cup events in Gloucester, this has a positive impact on visitor and hopefully will ensure they return to the City for other events in the future.”

What has been the legacy of the project?

Comments relating to the legacy of the programme are presented below

- “We have accumulated a good deal of data about modal shift. Some bus services have benefited from growth in passenger numbers, however congestion remains a significant challenge for Gloucestershire.

- The Thinktravel brand has been the primary legacy of the project and it is so strong that I feel if kept alive through the CIC it will outlive the benefits of all other projects with continued funding to promote behaviour change.

- The City is seen in a positive light and more large scale events are happening which in turn attracts visitors.

- Difficult to say seeing as it has only just finished – best answered in one years’ time.”

What key lessons would you make the focus of future funding bids and why?

Alan Bently identified that the key lesson is to use existing data including data taken from the Thinktravel Smarter Choices programme to help shape future funding.

“Using the accrued data from previous work including LSTF along with data from other studies. Bids should link across to other local sustainable transport and regeneration projects and programmes with a well-informed eye on government policy. Ensure linkages with the local LEP are good and that their influence is both felt in the bid and noted for the grant provider.”

Orlagh Stoner has identified that a key lesson learnt of the programme is to identify mode shift at an early stage and to work in close collaboration with public health bodies.

“Focus on mode shift and have a baseline done early in the project. Look to working in partnership more strongly with Public Health and Active Gloucestershire to push through mode shift from a health perspective. Meet regularly with these organisations so that you have a common understanding of shared outcomes and not try retrofit when a funding opportunity presents itself.”

Sarah Williams identifies the need to work with potential beneficiaries at the initial stage of developing funding bids.
“I think we need to engage the groups we intend to work with prior to bids to establish more useful interventions and better targets. I would also be helpful to have a database of organisations and businesses, with contact details and notes of the programmes they have participated in as well as the business interests and aims.”

If you were to be involved in a similar programme, what would you do differently?

Thom Evans a previous Thinktravel Smarter Choices Project Manager identified that in the future, he would try to secure local member engagement and cross department support at the earliest opportunity of the project.

Alan Bentley identified that in future projects he would look to ensure that the evidence base was used to inform the programme, other transport and regeneration projects were referenced and tied in and to ensure work involved the Gloucestershire LEP.

Sarah Williams identified the need for the authority to ensure that regular and structured contact with the community is undertaken to ensure that travel perceptions and general travel requirements are regularly captured.

How effective was GCC’s partnership with stakeholders?

Of the five GCC officers, two officers, found the partnership to be ‘somewhat effective’ two found the partnership to be ‘very effective’ and one officer was ‘unsure/neutral’ when asked.

Orlagh Stoner “It often took a considerable amount of time to build up effective relationships with stakeholders, such as businesses and schools and certainly this effected the workplace engagement in the STTY. Once established, interested stakeholders were very engaged. It’s a shame to lose these contacts and there’s not the resource to keep even a lose contact even if that’s just key messages as we wait for the next bidding opportunity”

Sarah Williams “I found that we got exceptional outcomes from some of our partners (e.g. the delivery teams) but that some were poor. The reasons for this were partly the limited resources available to GCC as the delivery team was far too small, but also some internal conflict where colleagues changed their objectives as projects progressed.”

Alan Bentley “While the work done through Harris Ethical, Go-Travel and the CIC was very engaged with communities, I’m not convinced that the programme effectively carried some key stakeholders with it, and at times suffered from a lack of cohesion and buy-in from certain stakeholders, e.g. members of the county council.”

What are your thoughts on the Thinktravel brand? Is it strong enough? How did it affect success of the programme?

Across the GCC officers the view of the Thinktravel brand is very positive with officers identifying the brand as a factor in the successful engagement across work streams and key legacy of the project.

Alan Bentley “Thinktravel is a strong brand that has helped to carry the LSTF programme and which is beginning to be recognized more widely. I believe the brand was a key element in the success of the programme.”

Orlagh Stoner “The Thinktravel brand has been the primary legacy of the project and it is so strong that I feel if kept alive through the CIC it will outlive the benefits of all other projects with continued funding to promote behaviour change.”

Sarah Williams “I think the brand is strong and should be used across the organisation by all departments promoting any kind of travel.”

How were you received externally by consultants/suppliers when involved with the Thinktravel programme?
Across the GCC officers the view was that external consultants and supplies worked well with Gloucestershire County Council. Officers felt that generally, consultants and suppliers were proactive and made improvements and adjustments in the project scope when flexibility was required.
14. Conclusion

14.1. Meeting LTP3 objectives

The aim of the Thinktravel programme was to support the vision and objectives set out in Gloucestershire Local Transport Plan 3 (LTP3). The LTP3 (adopted April 2011) vision is "Providing a safe and sustainable transport network within Gloucestershire". As outlined within the 2012-2015 application form:

This section looks at whether the Thinktravel programme has helped achieve the LTP3 objectives.

Theme One: To promote a greener, healthier Gloucestershire

To fulfil this objective, the Thinktravel programme has sought to:

- Make walking and cycling easier;
- Reducing CO2 and NOx emissions;
- Improving health and quality of life; and
- Reducing traffic congestion by taking car commuter trips off the network.

The Thinktravel project has been successful in making walking and cycling easier across Gloucester, particularly helping young residents through the Bike It/Bike Plus project. The Bike It Officer in Gloucestershire delivered 437 activities across all schools engaged with the project, with 44,710 attendances made by pupils, siblings, parents and teachers.

40 businesses have received grants throughout the Thinktravel Smarter Choice programme duration, to a total award value of circa £153K. The majority of these grants enabled the provision of new or improved workplace cycle parking. Improving cycling and walking infrastructure across businesses will have improved health and quality of life for employees.

In terms of reducing traffic congestion, as part of PTP activity in Cheltenham, a before and after survey was undertaken with a panel of 140 participants. Extrapolating from the baseline and follow-up surveys, it is possible to extrapolate that PTP participants in Cheltenham may be collectively reducing their car trips:

- On weekdays by 258,800 one-way journeys; and
- On weekends by 97,000 one-way journeys.

When combined, PTP participants in Cheltenham may be making up to 356,000 fewer car journeys every year.

As part of PTP activity in Gloucester & Tewkesbury, the analysis of 1,124 travel diaries shows an overall shift away from the use of the private car as a single occupant in the order of 7%, to car sharing, cycling and walking. For work trips, there is a shift away from the use of the private car as a single occupant of 4% predominantly to cycling, walking and other modes of transport.

GCC have also monitored several locally strategic routes, in, out of and around Cheltenham and Gloucester to identify changes in annual average daily traffic (AADT) between 2011-2015. The routes have been identified and monitored in previous Local Transport Plan reviews for their local importance. The table below presents the AADT for the AM Peak (08:00-09:00) and PM peak (17:00-18:00) in the Central Area (the central Severn vale) this encompasses Gloucester City and Cheltenham Borough and excludes the rest of the county.
The AADT data shows that traffic volumes have increased in the Central Area between 2011-2015. Since 2011, the AM and PM peaks have fluctuated in AADT however, there has been a consistent increase since 2013 with the peak AADT occurring in 2015 for both AM and PM peaks.

The AADT data has provided evidence that the potential mode shift identified through the PTP in Cheltenham and Gloucester has not resulted in reduced traffic flows within Gloucester and Cheltenham. Due to many external factors that impact upon traffic volumes, it is difficult to determine the impact of the Thinktravel programme on volume of traffic within the county.

Whilst were unable to determine the impact of the programme in terms of reduced traffic volumes, without PTP which has the potential to influence significant mode shift from significant occupancy vehicles, traffic growth would have likely been higher.

Due to limitations of data collected, it is not possible to determine whether the Thinktravel programme has reduced C02 and NOx emissions. There are also many factors that influence C02 and NOx emissions therefore, it would be difficult to determine the impact of the Thinktravel programme.

### Theme Two: To support sustainable economic growth

To fulfil this objective, the Thinktravel programme has sought to

- Support the regeneration schemes being developed by the Cheltenham Development Task Force (CDTF) and:
  - Gloucester City Council / Gloucester Heritage Urban Regeneration Company (GHURC).

The Thinktravel programme has been successful in supporting sustainable economic growth in the county, particularly in the key urban centres of Gloucester and Cheltenham. As outlined in Chapter 10 (Sustainable Transport Infrastructure) the Thinktravel project has provided

- Improved pedestrian and cycling wayfinding in Gloucester and Cheltenham;
- Installation of 28 new public cycle stands and public realm improvements on the Promenade in Cheltenham;
- Installation of new cycle stands, Gloucester City Centre Access Control (installation of automated bollards); and Bus stop improvements along Abbymead Avenue, Metz Way and Bristol Road within Gloucester; and
- An additional 10 electric vehicle charging points have been installed. Four of the chargers introduced are rapid chargers located at Cheltenham Chase Hotel, Compass Holidays, The Wharf House in Gloucester and Hanleys Farm Shop in Tidenham. The six fast charges are located at Cheltenham Town Centre East, Regents Arcade, Arle Court Park and Ride and Montpellier Street in Cheltenham and at Eastgate Street car park and Westgate Street car park in Gloucester.

The introduction of additional electric vehicle charging points will also help with the objective of Theme 1 to reduce CO₂ and NOx emissions. The Thinktravel programme has also supported sustainable economic growth through informing and coaching fifteen businesses as part of the Mentoring and Coaching project.
providing support such as sessions with key influencers and business decision makers to develop new approaches to car parking management and travel plan development and implementation.

A key success of the project which will help continue sustainable economic growth is through the ten businesses who actively participated in the Barnwood Business Travel Forum. The forum has been the key vehicle for collaborative business engagement, securing employer buy-in and planning and delivering travel initiatives at the site.

Whilst the business engagement activities through the Thinktravel programme have been encouraging, we are unable to determine whether this has resulted in long term behavioural change. Due to the short term engagement with businesses where each commissioned project lasted only 12 months, the continuation of support, relationship building and monitoring was difficult. GCC are advised that continued long term engagement with businesses is required to ensure that long term sustainable economic growth is achieved.

**Theme Three: To ensure a safer, secure transport system**

To fulfill this objective, the Thinktravel programme has sought to:

- Enable genuine transport choice for residents, workers and shoppers within and around the programme area.
- Improve transport safety through traffic management measures

A key initiative to improve and enable transport choice for residents particularly those who had limited options was through the Access to Employment and Opportunities programme. Approximately 500 people engaged in PTP during the Access to Employment and Opportunities project in 2015/2016 and 120 travel training sessions were delivered during the Access to Employment and Opportunities project in 2016/2017. The programme also achieved a 12% over-delivery of classroom training sessions and a 33% over-delivery of job fair presence compared with the initial targets. The Access to Jobs project has helped people on their stepping stone to job success through enabling genuine transport choice for residents.

The Parish Lift project has also been successful in enabling transport choice by filling a gap in terms of transport connectivity for isolated rural villages where public transport is absent or unavailable. The business engagement workstream has also been successful in providing and encouraging a wide range of transport modes through workplace events, business grants and mentoring and coaching.

Capital infrastructure improvements have been implemented to improve transport safety. Traffic management and road safety measures delivered through LSTF funding include:

- Gloucester City Centre Access Control
- Southgate Street extension of 20mph zone
- Barton Street/Painswick Road, Gloucester – Road Safety Scheme
- Cheltenham Inner Ring Road Safety Part 2 (High Street - East)

**Theme Four: To ensure good access to services**

To fulfill this objective, the Thinktravel programme has sought to:

- Provide provision and marketing of genuine transport choice;
- Provide reduction in the projected growth of traffic congestion and; and
- Invest in and co-ordination of public transport provision within and on the key corridors between the communities of Gloucester and Cheltenham
The Thinktravel brand was important to the provision and marketing of sustainable and active modes. Through an assessment of the initiatives and feedback (both internally and externally) of the Thinktravel Smarter Choices Survey, the development of the brand has supported all LTP3 objectives through providing a clear message in which the project team could engage with the local community.

In terms of providing a reduction in the projected growth of traffic congestion, the STPs developed for Cheltenham Spa, Gloucester and Lydney will have a significant role in seeking to reduce car trips within the county. Over the next three years GCC aim to engage with 20,000 users at Cheltenham Spa. The programme team has targeted a 10% reduction in single occupancy car driver trips to the station.

Table 14-2 summarises the impact of this initiative at Cheltenham Spa during the lifetime of the project.

Table 14-2  Impact of Reduced Car Mode Share at Cheltenham Spa Station

<table>
<thead>
<tr>
<th></th>
<th>Car Driver</th>
<th>Cycle</th>
<th>Walk</th>
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<tbody>
<tr>
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<td>-28,538</td>
<td>7,927</td>
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<td>(one way)</td>
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<td>Annual impact of scheme</td>
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<td>Total impact of scheme</td>
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<td>23,781</td>
<td>61,832</td>
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<tr>
<td>(one way)</td>
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<tr>
<td>Total impact of scheme</td>
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<td>47,563</td>
<td>123,663</td>
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<td>(two way)</td>
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During the same period, GCC aim to engage with 15,000 users at Gloucester station. GCC have targeted a 10% reduction in single occupancy car driver trips to the station. Meeting the targets will equate to the following impacts over the three-year programme, with the transferred trips distributed amongst walking and cycling using their current relative proportions from the STP mode share data in Chapter 9:

Table 14-3  Impact of Reduced Car Mode Share at Gloucester Station

<table>
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<th></th>
<th>Car Driver</th>
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<td>12,277</td>
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<tr>
<td>Annual impact of scheme</td>
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<tr>
<td>(two way)</td>
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Whilst data was not provided to Atkins in relation to projected growth of traffic congestion, the STPs above which have set targets to reduce car driver trips to the station, will have a significant role in reducing projected future growth. Reducing the number of single occupancy car driver trips to the station will help reduce the demand on the local network therefore, reducing congestion and improving access to services.

The Thinktravel programme had a key role to play within Gloucester during the 2015 Rugby World Cup. The experience gained from the delivery of the RWC 2015 matches in Gloucester will help inform future event planning in Gloucester as well as the wider county, particularly on improving access and connectivity to key services such as major transport hubs.
Invest in and co-ordination of public transport provision has been delivered through an improved Real Time Passenger Information (RTPI) system, with the original system in operation since 2004. RTPI has provided bus passengers with real time service information between Gloucester and Cheltenham and Cheltenham and Bishop’s Cleeve. The improvements delivered through Thinktravel funding include:

- 20x road side RTPI equipment (digital displays)
- 9x Traffic Light Priority (TLP) equipment. TLP is brand new to Gloucestershire.
- There were 62 existing RTPI displays that were left over from the previous RTPI system. These were upgraded by the new provider (Trapeze) so that GCC could make use of newer technology.

14.2. Next Steps

This section sets out potential improvements to be made to future smarter travel programmes and possible routes for GCC to continue the smarter travel agenda across Gloucestershire.

14.2.1. Future Smarter Travel Projects

The initial brief for this evaluation of the Thinktravel programme set out to undertake a “strategic review of outcomes and benchmarking, of those measures which generated the best return on investment”. This was not possible due to limitations of the data sent through to Atkins by GCC. In the future, we advise that GCC set out objectives based on the SMART methodology. Objectives should be:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

The evaluation of the programme has identified that many of the initiatives undertaken did not have specific or measurable objectives, therefore we were unable to undertake a strategic review of outcomes, leading to the identification of initiatives which generated the best return on investment. The DfT did not require in-depth evaluation/monitoring therefore the budget was spent entirely on delivery of the project.

In future years, it will be important that a percentage of the budget is kept for monitoring and evaluation purposes. The project team will also need to collaborate across disciplines to ensure that agreed objectives are in place, ensuring that baseline data is collected to ensure a detailed evaluation is able to take place. Perhaps an agreed monitoring and evaluation framework be established from the outset?

It is advised that GCC consider the following in future projects:

- Collect data even if not required by the funder, this will help better understand whether objectives have been met;
- Engage informally with neighbouring authorities on smarter travel
- Return on investment is significant, therefore, investing time for bidding for funding from non-traditional sources is worth further consideration

It must be noted that the outputs of the Thinktravel programme have demonstrated significant engagement across the study area. The project team have been able to engage with local schools, businesses, residents through a wide variety of channels including PTP, work place events, business forums, travel plans and
school engagement. GCC should continue the good work that has been delivered over the past 5 years and capitalise on the effective ‘brand’ that has been produced.

14.2.2. Ongoing promotion of infrastructure measures

Infrastructure schemes can often have the highest profile when they are first opened, due to public interest, media involvement and proactive activities by the Council to encourage use of the infrastructure. Ongoing investment by GCC in measures to raise awareness of infrastructure implemented (such as cycle paths, way-finding, improved walking routes) and promote the benefits of their use will encourage greater usage, especially amongst those in periods of lifestyle transition (e.g. changing job, school or moving house).

14.2.3. Cycling and Walking Infrastructure Plan

In 2017 the Government published its first Cycling and Walking Investment Strategy (CWIS). The Strategy sets out the Government’s ambition to make walking and cycling the natural choices for shorter journeys or as part of a longer journey.\(^5\)

Local Authorities are (as part of the CWIS) encouraged to develop Local Cycling Walking Infrastructure Plans (LCWIP) this is a new, strategic approach to identify cycling and walking improvements required at a local level. The aim of the LCWIP is to enable a long-term approach to developing local cycling and walking networks, ideally over a 10-year period. The LCWIP provides GCC with an opportunity to think strategically about the long term develop of the cycling and walking network within the county.

The key outputs of LCWIPs are:

- A network plan for walking and cycling which identifies preferred routes and core zones for further development
- A prioritised programme of infrastructure improvements for future investment
- A report which sets out the underlying analysis carried out and provides a narrative which supports the identified improvements and network

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Appendices
Appendix A. School Engagement Case Study
Case Study - Tuffley Primary School, Gloucester

by Charlotte Stokes, Bike It Plus Officer Gloucestershire

Tuffley Primary School was extremely enthusiastic about Sustrans from the word go. Head Teacher Will Greenwood and school champion Gamma Clune were very supportive over the 9 months of engagement. With regular meetings with the champion, and Thursday afternoons reserved with Tuffley; lots of activities could be carried out.

Big Pedal and Bike Breakfast – Danny Butler

Over the two week period of the Big Pedal, Tuffley Primary School gained the best results in the county out of the 8 schools that I work with in Gloucestershire. The school held a bike breakfast with 90 attendees on the last Friday of the Big Pedal which turned out to be a great success, with all the staff members getting stuck in to help out and get involved. As a result, I awarded the school with ‘The Extreme Mountain Bike Show’. Danny Butlar, a 5 times British and European Champion came along to demonstrate his trials bike skills with two shows for the whole school and questions for the children at the end of the show. The children loved it saying it was ‘the best thing they have seen all year’ and some wanting to ‘bunny hop as high as Danny when they are older’.

Bike skills in the playground and lunchtime club on the field

Tuffley took the opportunity over the summer term to take advantage of the good weather and allow the pupils to take part with bike skills in the playground on Thursday afternoons for years 2-6. Bike skills were improved through a series of fun drills and games. A lunchtime club was also set up to give pupils the opportunity to cycle around the field before this session, allowing for them to have time to enjoy cycling in a safe setting. Future hopes are to have a track marked out for use in the summer months to make it a more permanent fixture on the school field.

Communication and Interaction centre

Having worked with the main school, I had known there was a Communication and Interaction (C and I) centre that I hadn’t got involved with until a few months into the project. I gave the students the opportunity to try out the smoothie bike, with some finding it a challenge with dyspraxia. From meeting Active Gloucestershire in a cycle liaison meeting as part of Gloucestershire County Council, I was made aware of a day called the ‘Big Heath Check’. A day trip was organised for the children from the C and I centre to have the opportunity to try out many different sports including cycling with adapted bikes, catering for those who may have trouble balancing. The day was a great success. The children said that it was ‘the best day ever’, and for some, it was the first time they had ever ridden a bike! The school has recently put in a bid for a recumbent bike or trike to be bought for the school.
Appendix B. List of Capital Infrastructure Schemes
### LSTF Schemes using LSTF funding

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### GCC Schemes using LSTF funding

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<td>3420</td>
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<td>A46 Bath Road, Norwood Arms to Thirlestaine Road</td>
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<td>0977</td>
<td>GHURC link 4 - Quays to The Quay</td>
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<td>998 On street pay &amp; display (Cheltenham P1)</td>
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<td>999 On street pay &amp; display (Gloucester P1)</td>
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<tr>
<td>8511 Elmbridge Major Scheme Bid</td>
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<tr>
<td>4430 A435 Evesham Road Cheltenham VAS</td>
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<tr>
<td>1185 Ts-185 Evesham Rd/Clarence Rd</td>
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<tr>
<td>3402 Painswick Road.Heron Way to Eastern Ave</td>
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<tr>
<td>1211 TS211 - Tuffley Ave / Podsmead Rd Glos</td>
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<tr>
<td>3031 C&amp;G / Walls Roundabout Gloucester-ComOf</td>
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<thead>
<tr>
<th>Developer Funded Schemes as Match Funding</th>
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<tr>
<td>4828 RTPI - Route 94 enhanced RTPI</td>
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<tr>
<td>0946 Improvements to Tewkesbury Road Corridor</td>
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<tr>
<td>1513 Chelt North Rel Rd - Tesco Related Works</td>
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<tr>
<td>4116 Hatherley Roundabout P&amp;R Safety Imps</td>
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<tr>
<td>4635 Kingsditch Lane Chelt Cycle Safety Imp's</td>
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<tr>
<td>4772 Hatherley Lane Footway Scheme</td>
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<tr>
<td>4835 Noverture Park Chelt Parking Restrictions</td>
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<td>4830 Bus Stops - Tewkesbury Rd Cheltenham</td>
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<td>4421 A4013 Princess Elizabeth Way AccidentRem</td>
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<td>6023 A46 Shurdington Rd Xhands to Bypass PSis</td>
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<td>6407 A46 Shurdington Rd/A417 interc Safe imps</td>
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<td>6617 A46 Cycle Lane Traffic Splitter island</td>
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<td>3834 Kingsway Bus Gates and TROs</td>
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<tr>
<td>3822 RTPI - Barnwood Rd / Hucclecote Rd</td>
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<td>3407 Bristol Road, Gloucester</td>
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<td>4119 GCHO Accessibility</td>
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<td>4634 Lighting Cycletrack from Whittington Road to Arle Court</td>
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<tr>
<td>4838 Lansdown Road/Gloucester Road (Lansdown castle) Bus Shelter</td>
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